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POLICE MANPOWER MANAGEMENT

A Selected Bibliography

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National Criminal Justice Reference Service

September 1980

U.S. Department of Justice
National Institute of Justice

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National Institute of Justice
Harry M. Bratt
Acting Director

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INTRODUCTION

Managing and coordinating human resources are among the most important responsibilities of the police administrator. As modern police executives face greater challenges and tougher problems — rising crime rates, increasing costs of providing police services, changing patterns of expenditure, employee dissatisfaction, and community concern — suitable management tools must be developed to improve methods of delivering police services.

In 1967, the President's Commission on Law Enforcement and Administration of Justice reported that "since traditional police practices have at best been only modestly successful in deterring criminal behavior and in apprehending offenders, it is obvious that blind adherence to tradition will not do." In addition, some traditional organizational structures and operational procedures have detracted from the attractiveness of police work (see entry no. 41). More recently, studies have questioned the effectiveness of traditional police approaches, confirming that, in police management and operations, the old ways are not necessarily the best ways (entry no. 9).

The police officer on patrol and the detective working on an investigation are frequently studied to determine the effectiveness and efficiency of traditional management practices. These studies and others have found that successful law enforcement administration depends largely on mobilizing tools and techniques of management as they evolve, and on skillfully applying them to changing departmental needs and conditions (entries no. 24, 86, and 89). Along with "management by objectives" — defining objectives and goals and then allocating resources according to defined objectives—crime analysis, response time, directed patrols, case screening, and the management of continuing investigations are subjects of intense research and discussion aimed at providing better police service without significantly increasing police budgets.

With proper management techniques and a careful analysis of local needs and resources, every police department—large and small and with varying jurisdictional responsibilities—can take steps to increase its manpower efficiency (entry no. 67).

This bibliography gives police executives information about innovative methods for managing police manpower. *Police Manpower Management* will also assist police instructors and supervisory personnel, as well as teachers and students of university-level courses in police administration. The citations are presented in the following four sections:

- **Overview.** Modern management techniques and application of management principles to delivery of police services.
- **Routine Field Operations.** Traditional aspects of routine patrol operations and innovative management principles and techniques such as crime analysis, directed patrol, and response time.
- **Continuing Investigations.** Managing the continuing investigation by applying modern management principles and techniques such as case screening and workload allocation.
- **Special Operations.** Applying modern management principles to the administration of special police units.

All of the documents cited have been selected from the data base of the National Criminal Justice Reference Service. Information about how to obtain these documents can be found on the following page.

HOW TO OBTAIN THESE DOCUMENTS

The documents in this bibliography are part of the National Criminal Justice Reference Service (NCJRS) collection and are available to the public in the NCJRS Reading Room on weekdays between 9 a.m. and 5 p.m. The NCJRS Reading Room is located in Suite 211, 1015 20th Street, NW., Washington, DC.

For researchers who prefer to obtain personal copies, a sales source is identified whenever possible. For periodical literature, there are several potential sources of reprints: Original Article Tear Sheet Service (Institute for Scientific Information, 325 Chestnut Street, Philadelphia, PA 19106) and University Microfilms International (Article Reprint Department, 300 North Zeeb Road, Ann Arbor, MI 48106). Document availability changes over time and NCJRS cannot guarantee continued availability from publishers and distributors.

In addition to the following frequently cited sources, many of the documents may be found in public and organizational libraries.

Documents From GPO

The letters "GPO" after a citation indicate that copies may be purchased from the Government Printing Office. Inquiries about availability and cost should include stock number and title and be addressed to:

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Washington, DC 20402

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The letters "NTIS" after a citation indicate that copies may be purchased from the National Technical Information Service. Inquiries about availability and cost should include publication number and title and be addressed to:

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NCJRS Document Loan Program
Box 6000
Rockville, MD 20850

POLICE MANPOWER MANAGEMENT

OVERVIEW

1. **A. ABRAMOWITZ, L. CRITES, M. GATES, E. MINTZ, and G. SANDLER. WOMEN IN POLICING—A MANUAL.** POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006. 97 p. 1974. **NCJ-18545**
A SURVEY AND GUIDE TO POLICE AGENCIES AND MUNICIPAL GOVERNMENTS IN THE SUCCESSFUL RECRUITMENT TRAINING, AND UTILIZATION OF FEMALE POLICE OFFICERS, WITH EMPHASIS ON OBSTACLES FACED BY POLICEWOMEN. CASE STUDIES OF THE EXPERIENCES OF SEVERAL POLICE FORCES IN EMPLOYING FEMALE POLICE OFFICERS ARE FIRST PROVIDED. AN OUTLINE FOR A SIX-MONTH RECRUITMENT CAMPAIGN, AND SUGGESTIONS ON MONITORING THE RECRUITMENT EFFORT ARE ALSO GIVEN. SELECTION STANDARDS WHICH MAY NEED SCRUTINY DUE TO THEIR TENDENCY TO LIMIT SIGNIFICANTLY THE NUMBER OF WOMEN ACCEPTED INTO POLICE DEPARTMENTS ARE DISCUSSED, AND ALTERNATIVE APPROACHES TO THESE SELECTION CRITERIA ARE SUGGESTED. ALSO CONSIDERED ARE SUCH TRAINING ISSUES AS EQUAL OR DIFFERENTIAL TRAINING, INTEGRATED OR SEGREGATED TRAINING, THE VARIOUS APPROACHES TO PHYSICAL TRAINING, THE RELEVANCE OF FIELD TRAINING, THE NEED FOR SUPPLEMENTAL AND OPTIONAL TRAINING, THE RE-TRAINING OF VETERAN WOMEN POLICE OFFICERS, THE DESIRABILITY OF HAVING WOMEN IN POSITIONS OF AUTHORITY AND THE EFFECT OF INSTRUCTOR AND RECRUIT ATTITUDES. ISSUES OF PERFORMANCE, INCLUDING POTENTIAL BENEFITS OF A PERFORMANCE EVALUATION SYSTEM, PROBLEMS INVOLVED IN PERFORMANCE EVALUATION, RATING BIAS, DEALING WITH BIAS, FACTORS INVOLVING THE PERFORMANCE OF POLICEWOMEN, MORALE, REWARDS, AND SANCTIONS ARE ALSO EXPLORED. OTHER TOPICS DISCUSSED INCLUDE OPERATIONAL CONSIDERATIONS, PROMOTIONS, RESISTANCE TO EMPLOYING POLICEWOMEN, AND PROGRAM EVALUATIONS OF WOMEN ON PAROLE. PERSONAL STATEMENTS ON THE PATROL EXPERIENCE BY SIX OFFICERS, A LEGAL ANALYSIS OF WOMEN IN POLICING, AND A BIBLIOGRAPHY ON POLICEWOMEN ARE INCLUDED AS WELL.
Sponsoring Agency: FORD FOUNDATION, 320 EAST 43RD STREET, NEW YORK NY 10017.

2. **W. J. BOPP. POLICE PERSONNEL ADMINISTRATION—THE MANAGEMENT OF HUMAN RESOURCES.** 443 p. 1974. **NCJ-16060**
THE OPERATIONAL ENVIRONMENT OF POLICE PERSONNEL ADMINISTRATION, THE PERSONNEL FUNCTION, MANPOWER DEVELOPMENT, INTERNAL AFFAIRS, AND POLICE LABOR RELATIONS ARE DISCUSSED. A HISTORICAL OVERVIEW OF POLICE PERSONNEL ADMINISTRATION, A REVIEW OF POLICE ORGANIZATION, AND A DISCUSSION OF THE ROLE OF THE POLICE OFFICER PROVIDE A FOUNDATION FOR THIS WORK. INTRODUCTIONS TO PERSONNEL ADMINISTRATION IN A POLICE DEPARTMENT, IN A MUNICIPAL PERSONNEL AGENCY, AND IN THE FEDERAL GOVERNMENT ARE ALSO GIVEN. AN ANALYSIS OF INTERRELATED ASPECTS OF COMPENSATION ADMINISTRATION AND CONDITIONS OF EMPLOYMENT IS PROVIDED AS WELL. SUCH TOPICS AS RECRUITMENT, SELECTION, TRAINING, PERSONNEL EVALUATION, LEADERSHIP, AND PROMOTION ARE INCLUDED, AND ISSUES IN INTERNAL AFFAIRS SUCH AS COMMUNICATION, INTERPERSONAL BEHAVIOR, AND DISCIPLINARY ACTIONS ARE DISCUSSED. FEATURED IN THE DISCUSSION OF LABOR RELATIONS IN LAW ENFORCEMENT ARE SUCH FACTORS AS EMPLOYEE ORGANIZATION, COLLECTIVE BARGAINING, JOB ACTIONS, GRIEVANCE MACHINERY, AND THE ROLE OF THE POLICE MANAGEMENT IN LABOR RELATIONS.
Availability: HOLBROOK PRESS, 470 ATLANTIC AVENUE, BOSTON MA 02110.

3. **R. N. BRENNER and M. KRAVITZ, Eds. POLICE MANAGEMENT—A SELECTED BIBLIOGRAPHY.** NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE, BOX 6000, ROCKVILLE MD 20850. 106 p. 1978. **NCJ-49699**
LITERATURE ON POLICE MANAGEMENT, ORGANIZATION, BUDGETING, PERSONNEL, AND OPERATIONS IS CITED IN AN ANNOTATED BIBLIOGRAPHY. THE 123 BOOKS, ARTICLES, AND REPORTS CITED WERE SELECTED FROM THE DATA BASE OF THE NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE (NCJRS). PUBLICATION DATES RANGE FROM 1963 THROUGH 1977. THE SECTION ON MANAGEMENT PROCESS INCLUDES DOCUMENTS OFFERING AN OVERVIEW OF THE MANAGEMENT PROCESS IN POLICING, AS WELL AS SELECTIONS ON INNOVATIVE MANAGEMENT TECHNIQUES, E.G., MANAGEMENT BY OBJECTIVES. DESCRIPTIONS OF VARIOUS ORGANIZATIONAL STRATEGIES—CONSOLIDATION, REGIONALIZATION, TEAM POLICING, DECENTRALIZATION, CONTRACT POLICING, ETC.—ARE INCLUDED IN THE SECTION ON ORGANIZATIONAL STRUCTURE. OTHER SECTIONS COVER BUDGETING (PLANNING AND BUDGETING TECHNIQUES SUCH AS THE PLANNING, PROGRAMMING, AND BUDGETING SYSTEM, THE PROGRAM EVALUATION REVIEW TECHNIQUE, AND COST-BENEFIT PROGRAMS); PERSONNEL (MINORITY

EMPLOYMENT, CAREER DEVELOPMENT, EMPLOYMENT OF CIVILIANS, UNIONIZATION); AND OPERATIONS (DEPLOYMENT TECHNIQUES, RESOURCE ALLOCATIONS, COMPUTERS, MATHEMATICAL MODELING). APPENDED MATERIALS INCLUDE INFORMATION ABOUT SALES SOURCES FOR THE DOCUMENTS CITED, A SUBJECT INDEX TO THE BIBLIOGRAPHY, AND THE STANDARDS FOR POLICE CHIEF EXECUTIVES DEVELOPED BY THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE. INFORMATION ON OBTAINING DOCUMENTS FROM NJCRS IS ALSO INCLUDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

4. **R. E. CLIFT. TOWARD A PROFESSIONAL POLICE.** DAVIS PUBLISHING COMPANY, 250 POTRERO STREET, SANTA CRUZ CA 95060. 242 p. 1974. **NCJ-51297**

ADEQUACY OF POLICE MANPOWER, THE TRAINING OF POLICE, QUALITY OF POLICE LEADERSHIP, MODERN POLICE EQUIPMENT, COMMUNITY RELATIONS, LAW AND COURT SUPPORT OF THE POLICE, AND OUTLOOK FOR POLICING ARE DISCUSSED. IN DISCUSSING ADEQUACY OF POLICE MANPOWER IN FULFILLING THE MYRIAD RESPONSIBILITIES ASSOCIATED WITH SERVING AND PROTECTING THE PUBLIC, THE COOPERATION OF AUXILIARY SERVICES AND THE GENERAL PUBLIC IS EMPHASIZED. PARTICULAR COOPERATIVE PERSONNEL AND SERVICES ARE IDENTIFIED AND DISCUSSED, AND THE SPECIFIC RESPONSIBILITIES OF THE PROFESSIONAL POLICE OFFICER ARE DEFINED IN THIS CONTEXT. THE DISCUSSION OF POLICE TRAINING INCLUDES A CONSIDERATION OF ACADEMIC AND SPECIALIZED INSTRUCTION OF POLICE OFFICERS, ON-THE-JOB TRAINING, AND RESTRAINTS IN THE USE OF POLICE FORCE. CURRENT DIFFICULTIES IN POLICE SUPERVISION ARE IDENTIFIED AND THE OPERATIONS OF FOUR CRIME INFORMATION CENTERS ARE DISCUSSED IN TERMS OF THE QUALITY OF POLICE LEADERSHIP. THE USE OF MARINE SERVICES, TRAFFIC OFFENDER BOOTS (VEHICLE IMMOBILIZERS), BREATHALYSERS, VIDEOTAPE RECORDERS, VASCAR FOR SPEED LAW ENFORCEMENT, HIGHWAY EMERGENCY COMMUNICATIONS, CHEMICAL MACE, AND HELICOPTERS AND LIGHT PLANES ARE BRIEFLY CONSIDERED IN THE SECTION ON MODERN POLICE EQUIPMENT. THE DEVELOPMENT OF SKILLS IN PERSONAL RELATIONS IS DISCUSSED AS A CRITICAL FACTOR IN THE NURTURING AND MAINTENANCE OF EFFECTIVE POLICE-COMMUNITY RELATIONS. THE USE OF THESE SKILLS IN HANDLING STUDENT REVOLTS, RIOT CONTROL, ARRESTS, AND SCHOOL PROBLEMS IS DESCRIBED. CONFLICT OF LAWS AND COURT PROCEDURES AS THEY AFFECT POLICE ARE EXAMINED; AND THE FINAL SECTION OF THE BOOK PRESENTS A GENERAL PERSPECTIVE ON THE TREND IN POLICING. REVIEW QUESTIONS ARE PROVIDED AT THE END OF EACH CHAPTER, AND ILLUSTRATIONS ARE INCLUDED.

Availability: DAVIS PUBLISHING COMPANY, 250 POTRERO STREET, SANTA CRUZ CA 95060.

5. **A. W. COHN, Ed. FUTURE OF POLICING.** SAGE PUBLICATIONS, INC, 275 SOUTH BEVERLY DRIVE, BEVERLY HILLS CA 90212. 303 p. 1978. **NCJ-51338**

THIS COLLECTION EXAMINES ISSUES AND PROBLEMS IN POLICING OF MUNICIPAL POLICE, SHERIFFS' DEPARTMENTS, AND PRIVATE SECURITY AGENCIES. TOPICS INCLUDE POLICE WOMEN, COLLECTIVE BARGAINING, AND MANAGEMENT. A SURVEY OF THE NEEDS, PROBLEMS, PRIORITIES, AND VALUES OF SELECTED CHIEFS OF POLICE THROUGHOUT THE UNITED STATES IS REPORTED; RESULTS INDICATE THAT MANY CHIEFS ARE AWARE OF ORGANIZATIONAL AND OPERATIONAL SHORTCOMINGS OF THEIR DEPARTMENTS, RESPOND TO THE FINDINGS OF PUBLISHED RESEARCH, AND RECOGNIZE THAT IMPROVEMENTS MUST BE MADE FOR MORE EFFICIENT POLICING. THE HISTORICAL PROCESSES OF POLICE MANAGEMENT ARE SUMMARIZED, AND THE MEANING AND IMPORTANCE OF VALID AND RELIABLE POLICE PERFORMANCE DATA FOR POLICE MANAGEMENT ARE DISCUSSED. LEGAL ISSUES AFFECTING LAW ENFORCEMENT ARE CONSIDERED; IT IS CONCLUDED THAT LAW IS A SOCIAL FORCE AT BOTH THE NATIONAL AND LOCAL LEVEL, WHICH AFFECTS THE NATURE AND FUTURE OF POLICING. THE USE OF PREVENTIVE PATROL TO DETER CRIME IS CONSIDERED TO HAVE LITTLE EFFECT ON CITIZEN FEAR OR ARREST RATES. CONTINUATION OF POLICE PATROL SHOULD BE CONDUCTED ACCORDING TO DEFINED, SPECIFIC NEEDS AND PROBLEMS. A FEMALE OFFICER DISCUSSES THE FUTURE OF WOMEN IN POLICING, PREDICTING THAT AS MUCH AS 50 PERCENT OF THE POLICE FORCE COULD BE FEMALE IN THE FUTURE. POLICE COLLECTIVE BARGAINING AND THE FUTURE DEVELOPMENT OF POLICE UNIONS ARE EXAMINED. THE ROLES OF THE SHERIFF AND PRIVATE SECURITY ARE EXPLORED IN RELATION TO POLICE WORK. BETTER LICENSING, SELECTION, TRAINING, AND REGISTRATION ARE RECOMMENDED FOR PRIVATE SECURITY FORCES. THE CONCLUDING CHAPTER CONSIDERS THE FUTURE OF POLICE IMPROVEMENT. IT IS SUGGESTED THAT INNOVATIVE POLICE TACTICS ARE INEFFICIENT UNLESS ACCOMPANIED BY SPECIFIC AND STATED OBJECTIVES. THE PAPERS ARE PRECEDED BY SUMMARIES AND INCLUDE LISTS OF REFERENCES. FOR SELECTED READINGS, SEE NCJ 51339-51348 (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: SAGE CRIMINAL JUSTICE SYSTEM ANNUALS, V 9.

Availability: SAGE PUBLICATIONS, INC, 275 SOUTH BEVERLY DRIVE, BEVERLY HILLS CA 90212.

6. **CRIMINAL JUSTICE MANPOWER NEEDS AND THE COLLEGIATE INSTITUTION.** 288 p. 1977. **NCJ-48432**

PAPERS PRESENTED AT THE CONFERENCE ON CRIMINAL JUSTICE HUMAN RESOURCES NEEDS AND THE COLLEGIATE RESPONSE, HELD AT MICHIGAN STATE UNIVERSITY, 1977, ARE REPRODUCED. RESULTS OF AN EXTENSIVE SURVEY OF CURRENT AND PROJECTED MANPOWER NEEDS IN THE AREAS OF COURT, POLICE, AND CORRECTIONAL PERSONNEL ARE PRESENTED. A MAJOR EDUCATIONAL NEED FOUND THROUGHOUT CRIMINAL JUSTICE AGENCIES AT THE HIGHER OCCUPATIONAL LEVELS IS FOR EVALUATION, MANAGEMENT, AND ADMINISTRATIVE TRAINING. DIFFICULTIES IN IDENTIFYING OCCUPATIONAL ROLES, TASKS, AND PERFORMANCE OBJECTIVES IN CRIMINAL JUSTICE OCCUPATIONS ARE DISCUSSED AND DEVELOPMENT AND TESTING OF AN INSERVICE TRAINING PACKAGE FOR CRIMINAL JUSTICE PERSONNEL IS DESCRIBED WHICH EMPHASIZES ROLE EXPECTATIONS AND ACTUAL ROLES. RESULTS OF A STUDY OF STAFFING PATTERNS IN MICHIGAN COURTS ARE PRESENTED WITH PARTICULAR EMPHASIS ON THE ROLE DEFINITION OF THE COURT ADMINISTRATOR AND HIS TRAINING NEEDS. MANPOWER NEEDS FOR JAILS ARE CONTRASTED WITH THOSE REQUIRED FOR HALFWAY HOUSES AND COMMUNITY-BASED CORRECTIONAL CENTERS, AND EDUCATIONAL IMPLICATIONS ARE ASSESSED. THE ROLE OF LAW ENFORCEMENT IN SOCIETY IS EXPLORED AND THE KNOWLEDGE AND SKILLS NEEDED FOR PERFORMANCE OF THE ROLE ARE ASSESSED. OBSTACLES AND CONSTRAINTS FOR HUMAN RESOURCES PLANNING IN CRIMINAL JUSTICE ARE ALSO IDENTIFIED. POLICE ATTITUDES TOWARD THE COLLEGE-EDUCATED OFFICER ARE EXAMINED, DIFFERENCES BETWEEN THE COLLEGE AND NONCOLLEGE TRAINED OFFICERS ARE DISCUSSED, AND THE NEED FOR POLICE PROFESSIONALIZATION IS REVIEWED. A HISTORICAL OVERVIEW OF LINKAGES BETWEEN CRIMINAL JUSTICE MANPOWER NEEDS AND HIGHER EDUCATION IS PRESENTED AND POLICY IMPLICATIONS ARE DISCUSSED. KNOWLEDGE BASES FOR CRIMINAL JUSTICE PLANNING ARE ALSO SUR-

VEYED; AND THE RELATIONSHIP BETWEEN CRIMINAL JUSTICE RESEARCH AND PRACTICE IS EXAMINED. A MANAGEMENT BY OBJECTIVES APPROACH TO COURT-RELATED CURRICULUM DEVELOPMENT IS OUTLINED. EDUCATIONAL PLANNING AND PROGRAM DEVELOPMENT IN CRIMINAL JUSTICE ARE FURTHER EXPLORED IN THE AREAS OF CORRECTIONS, LAW ENFORCEMENT, THE COURTS, AND SECURITY. A MARKET ANALYSIS OF THE CRIMINAL JUSTICE FIELD IS ALSO PROVIDED. REFERENCES AND NOTES ARE PROVIDED FOR MANY OF THE INDIVIDUAL PRESENTATIONS.

Supplemental Notes: PAPERS PRESENTED AT THE CONFERENCE ON CRIMINAL JUSTICE HUMAN RESOURCE NEEDS AND THE COLLEGIATE RESPONSE, MICHIGAN STATE UNIVERSITY, MAY 31—JUNE 2, 1977.

7. **W. C. CUNNINGHAM and T. H. TAYLOR. POLICE PERSONNEL AND TRAINING EVALUATION (FROM HOW WELL DOES IT WORK?—REVIEW OF CRIMINAL JUSTICE EVALUATION, 1976—SEE NCJ-64112).** US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531. 36 p. 1978. **NCJ-64120**

THE DEVELOPMENT OF NATIONAL EVALUATION STANDARDS AND GUIDELINES PERTINENT TO POLICE PERSONNEL AND TRAINING IS RECOMMENDED IN THIS EVALUATION REVIEW. THE PRIMARY REFERENCE SOURCE FOR THE REVIEW WAS THE NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE. GROWTH IN THE AMOUNT AND QUALITY OF POLICE TRAINING AND IN THE AMOUNT OF RESEARCH ON POLICE PERSONNEL ADMINISTRATION WERE TRACED. FORMAL EVALUATION TECHNIQUES AND DESIGNS IN TWO AREAS WERE ANALYZED: (1) PERSONNEL RECRUITMENT, TESTING, SELECTION, PERFORMANCE RATING, PROMOTION, AND CAREER DEVELOPMENT; AND (2) SPECIALIZED TRAINING PROGRAMS SUCH AS POLICE-COMMUNITY RELATIONS, CRISIS INTERVENTION, DRUG ABUSE, AND CRIMINAL INVESTIGATION. STATE AND LOCAL ACTION GRANT PROJECTS WERE ALSO EXAMINED. PERSONNEL EVALUATION INVOLVED ASSIGNMENT, FORECASTING, RECRUITMENT, RETENTION, ALTERNATIVE ACTION, SELECTION CRITERIA, SCREENING TECHNIQUES, PERFORMANCE APPRAISAL, AND JOB ANALYSIS. POLICE TRAINING FOCUSED ON ENTRY-LEVEL TRAINING, TRAINING DELIVERY SYSTEMS, PERFORMANCE OBJECTIVES AND FIELD TRAINING, INSTRUCTIONAL STAFF AND TECHNIQUES, ROLE LEARNING, INSERVICE TRAINING, SUPERVISORY AND MANAGEMENT TRAINING, SPECIALIZED TRAINING, AND EDUCATION. EVALUATION REVIEW FINDINGS DEMONSTRATE THE NEED FOR A NATIONAL CLEARINGHOUSE TO COLLECT, CLASSIFY, AND DISSEMINATE EVALUATION MATERIALS TO PERSONS AT ALL LEVELS OF THE CRIMINAL JUSTICE SYSTEM. SUGGESTED EVALUATED METHODOLOGIES AND A REPORTING, ABSTRACTING, AND INDEXING MECHANISM FOR EVALUATION RESULTS SHOULD BE INCORPORATED IN THE DEVELOPMENT OF NATIONAL EVALUATION STANDARDS AND GUIDELINES FOR POLICE PERSONNEL AND TRAINING, NOTES ARE INCLUDED.

8. **DETROIT POLICE DEPARTMENT, 1300 BEABIEN, DETROIT MI 48226. DETROIT (MI)—PROJECT DECENTRALIZATION—FINAL REPORT, 1978.** 18 p. 1978. **NCJ-56283**

A FINAL REPORT IS PROVIDED OF A DETROIT, MICH., PROJECT AIMED AT REDUCING CRIME, INCREASING POLICE DEPARTMENT EFFICIENCY, IMPROVING POLICE-COMMUNITY RELATIONS, AND REDUCING CITIZEN FEAR OF CRIME. A NUMBER OF STRATEGIES WERE IMPLEMENTED TO ACCOMPLISH PROJECT DECENTRALIZATION'S GOALS BEFORE FIRST PHASE FUNDING OF THE 3-YEAR INITIATIVE WAS TERMINATED IN SEPTEMBER 1978. THE CRIME REDUCTION GOAL REQUIRED REASSIGNMENT OF PERSONNEL, EQUIPMENT, AND OTHER RESOURCES TO NEIGHBORHOOD PRECINCTS AND THE CREATION OF INVESTIGATIVE RESPONSE UNITS (IRU'S), PRIMARILY RESPONSIBLE FOR RESPONDING TO RADIO CALLS LIKELY TO REQUIRE IMMEDIATE-CRIME SCENE INVESTIGATION. TO INCREASE VISIBILITY AND PUBLIC AWARENESS, IRU VEHICLES WERE EQUIPPED WITH DECALS AND SPECIAL LIGHTS, WHILE IRU OFFICERS DONNED BLAZER UNIFORMS AND CARRIED SPECIAL IDENTIFICATION AND EVEN PERSONALIZED BUSINESS CARDS. A CENTRALIZED CRIME ANALYSIS UNIT WAS ALSO ESTABLISHED TO FURTHER THE CRIME REDUCTION EFFORT, ALTHOUGH PROGRAM ACTIVITY WAS LIMITED TO DEVELOPING A GENERAL DESIGN FOR COMPUTERIZED CRIME ANALYSIS. SEVERAL PROGRAMS WERE INSTITUTED IN PURSUIT OF INCREASED DEPARTMENTAL EFFICIENCY. ONE INVOLVED THE INSTALLATION OF THE LAW ENFORCEMENT INFORMATION SYSTEM (LEIS), A COMPUTER SYSTEM DESIGNED TO PROVIDE TIMELY INCIDENT AND CASE CONTROL DATA FOR LINE, STAFF, AND MANAGERIAL PERSONNEL WITHIN THE DEPARTMENT. ANOTHER CENTERED ON IMPLEMENTATION OF A COMPUTERIZED FINANCIAL INFORMATION CONTROL SYSTEM (FICS), DESIGNED TO SATISFY THE NEED FOR COLLECTING, PROCESSING, AND REPORTING DATA RELATED TO DEPARTMENTAL OPERATIONS, ESPECIALLY THAT RELEVANT TO PRECINCT-LEVEL BUDGETS. VIEWED COLLECTIVELY, THE PROJECT GOALS HAVE BEEN REALIZED. BOTH PART I AND PART II UNIFORM CRIME INDEX OFFENSES DECLINED IN THE MONTHS FOLLOWING PROGRAM IMPLEMENTATION. THE VARIOUS UNIQUE ELEMENTS OF THE IRU'S PROMOTED PUBLIC CONFIDENCE IN AND COOPERATION WITH THE DEPARTMENT, AND ALTHOUGH IMPLEMENTATION PROBLEMS REQUIRED A SCALE-DOWN OF THE SELECTED COMPUTER STRATEGIES, ONCE IN OPERATION, THE SYSTEMS FURTHERED THE PROJECT'S EFFICIENCY OBJECTIVES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

9. **D. J. FARMER. FACT VERSUS FACT—A SELECTIVE VIEW OF POLICE RESEARCH IN THE UNITED STATES.** JUSTICE OF THE PEACE, LTD, EAST ROW, LITTLE LONDON, CHICHESTER, SUSSEX, ENGLAND. *POLICE JOURNAL*, V 49, N 2 (APRIL-JUNE 1976), P 104-113. **NCJ-35454**

A REVIEW OF RESEARCH IN THE AREAS OF POLICE PATROL, PROGRAM PERFORMANCE MEASUREMENT, ANTI-CORRUPTION MANAGEMENT, AND CRIMINAL INVESTIGATION WHICH IS SAID TO CHALLENGE TRADITIONAL ASSUMPTIONS. RESEARCH IS CITED WHICH INDICATES THAT POLICE PATROL IS NOT EFFECTIVE IN PREVENTING CRIME AND PROMOTING PUBLIC FEELINGS OF CONFIDENCE, AND THAT POLICE RESPONSE TIME IS USUALLY NOT RELATED TO CRIME OUTCOME. TRADITIONAL EVALUATION MEASURES, SUCH AS CRIME AND CLEARANCE RATES, ARE SAID TO BE INACCURATE AND DISTORTING. STUDIES ARE CITED WHICH POINT TO THE NEED FOR A SYSTEMATIC APPROACH TO ANTI-CORRUPTION MANAGEMENT. STUDIES OF POLICE INVESTIGATIVE TECHNIQUES HAVE INDICATED THAT POLICE SPEND AN UNWARRANTED AMOUNT OF TIME ON CASES WITH LITTLE LIKELIHOOD OF BEING SOLVED. THESE ARE SAID TO BE INDICATORS OF FUTURE AREAS OF CONCENTRATION FOR POLICE ADMINISTRATORS.

10. **D. F. FAVREAU and J. E. GILLESPIE, Eds. MODERN POLICE ADMINISTRATION.** 282 p. 1978. **NCJ-49785**

APPLICATIONS OF MANAGEMENT PRINCIPLES IN LAW ENFORCEMENT ADMINISTRATION ARE DISCUSSED IN A TEXT DIRECTED TO STUDENTS AND PRACTITIONERS. THE BOOK PRESENTS BASIC INFORMATION ON MANAGEMENT AND EMPHASIZES PRACTICAL APPLICATIONS IN POLICE DEPARTMENTS: PLANNING, ORGANIZING, STAFFING, DIRECTING, CONTROLLING, AND RELATED ACTIVITIES. AN INTRODUCTORY DISCUSSION OF THE MEANING AND PRINCIPLES OF PROFESSIONAL MANAGEMENT IS FOLLOWED BY CHAPTERS ON PLANNING (SHORT-RANGE OR TACTICAL AND

LONG-RANGE, STRATEGIC) AND ORGANIZATION (THEORY AND STRUCTURE, SPAN OF CONTROL, ORGANIZED CRIME). OTHER CHAPTERS COVER MANAGEMENT BY OBJECTIVES (TIME DEMAND ANALYSIS, FORMULATING AND WRITING OBJECTIVES, INITIATING A MANAGEMENT-BY-OBJECTIVES PROGRAM), LEADERSHIP, MOTIVATION, AND INDIVIDUAL AND GROUP BEHAVIOR. THE TEXT ALSO DISCUSSES THE MANAGEMENT OF HOSTAGE SITUATIONS (INCLUDING NEGOTIATING TECHNIQUES AND POLICIES), TRAINING FOR DEVELOPMENT, LAW ENFORCEMENT EDUCATION (CONTINUING EDUCATION, POLICE ACADEMY CURRICULUMS), PUBLIC EMPLOYEE RELATIONS (IMPACT OF UNIONS ON POLICE ORGANIZATIONS, STRUCTURE AND PROCESS OF COLLECTIVE BARGAINING, MANAGEMENT RIGHTS), CONTROL (BUDGET PREPARATION, PLANNING-PROGRAMING-BUDGETING, ZERO BASE BUDGETING, PERFORMANCE MEASUREMENT), AND THE MANAGEMENT OF CHANGE. A SUMMARY AND DISCUSSION QUESTIONS ACCOMPANY EACH CHAPTER. GLOSSARIES AND SAMPLE PERFORMANCE EVALUATION MATERIAL ARE APPENDED.

Availability: PRENTICE-HALL, ENGLEWOOD CLIFFS NJ 07632.

11. **V. L. FOLLEY. AMERICAN LAW ENFORCEMENT—POLICE, COURTS, AND CORRECTIONS, 3RD EDITION.** ALLYN AND BACON, INC, 470 ATLANTIC AVENUE, BOSTON MA 02210. 511 p. 1979. **NCJ-60978**

THIS INTRODUCTORY TEXT INTRODUCES THE CONCEPTUAL AND PHILOSOPHICAL UNDERPINNINGS OF AMERICAN LAW ENFORCEMENT. THE BOOK PRESENTS A HISTORICAL CONTEXT AND CURRENT DEVELOPMENTS, TRENDS, AND PROBLEMS. THE BOOK COVERS SUCH TOPICS AS POLICE AUTHORITY AND ARREST DISCRETION, THE ENTIRE CRIMINAL JUSTICE PROCESS FROM ARREST TO RELEASE, POLICE PROFESSIONALISM, AND CAREER OPPORTUNITIES; THE MATERIAL IS GEARED TO LAW ENFORCEMENT STUDENTS, PROFESSIONALS, AND CONCERNED CITIZENS. THIS THIRD EDITION HAS BEEN UPDATED WITH RECENT CRIME STATISTICS, CURRENT PROBLEMS, AND INNOVATIONS IN LAW ENFORCEMENT. RECENT EXPERIMENTAL APPROACHES TO THE TWO BASIC POLICE FUNCTIONS--PATROL AND CRIMINAL INVESTIGATION--ARE DISCUSSED IN DETAIL, INCLUDING MANAGING CRIMINAL INVESTIGATIONS BASED ON SOLVABILITY FACTORS, DIRECTED DETERRENT PATROL, COMMUNITY-ORIENTED PATROL, SPLIT-FORCE PATROL, AND DIRECTED INTERACTIVE PATROL. UNDERSTANDING THE NATURE, DEVELOPMENT, AND STATUS OF LAW ENFORCEMENT AND THE POLICE FUNCTION IS COVERED ALONG WITH ADMINISTRATION, ORGANIZATION, LEADERSHIP, DILEMMAS OF LAW ENFORCEMENT, AND CAREER OPPORTUNITIES. THE SUBJECT OF COURTS AND CORRECTIONS IS FOLLOWED BY AN ILLUSTRATION OF THE FLOW OF ACTIVITIES ONCE THE CRIMINAL JUSTICE PROCESS BEGINS. FINALLY, UNITS OF GOVERNMENT AND CONSTITUTIONAL RIGHTS ARE DISCUSSED. EACH CHAPTER ENDS WITH A LIST OF DISCUSSION QUESTIONS, AND PHOTOGRAPHS ILLUSTRATE THE TEXT. A BRIEF BIBLIOGRAPHY PRECEDES THE APPENDIXES WHICH INCLUDE LEGAL PHRASES AND DEFINITIONS, THE UNITED STATES CONSTITUTION, THE CODE OF HAMMURABI, THE DECLARATION OF INDEPENDENCE, THE TWELVE TABLES, THE MAGNA CARTA, AND THE PETITION OF RIGHT. AN INDEX CONCLUDES THE BOOK. (AUTHOR ABSTRACT MODIFIED)

Availability: ALLYN AND BACON, INC, 470 ATLANTIC AVENUE, BOSTON MA 02210.

12. **L. K. GAINES and T. A. RICKS, Eds. MANAGING THE POLICE ORGANIZATION—SELECTED READINGS.** WEST PUBLISHING COMPANY, 50 WEST KELLOGG BOULEVARD, ST PAUL MN 55102. 639 p. 1977. **NCJ-47507**

TRADITIONAL INNOVATIVE CONCEPTS OF POLICE ADMINISTRATION ARE EXAMINED IN WRITINGS FOCUSING PRIMARILY ON ALTERNATIVES TO THE QUASI-MILITARY ADMINISTRATIVE STYLE. THE TEXT PRESENTS BACKGROUND MATERIAL ON THE STATUS OF POLICE ADMINISTRATION AND SUGGESTS NEW DIRECTIONS THAT POLICE AGENCIES MAY TAKE TO IMPROVE THE QUALITY OF LAW ENFORCEMENT. TWO ALTERNATIVES TO THE CLASSICAL ORGANIZATIONAL ARRANGEMENT—THE HUMAN RELATIONS PERSPECTIVE (DECENTRALIZATION, PARTICIPATIVE-DEMOCRATIC LEADERSHIP AND DECISIONMAKING) AND THE SYSTEMS APPROACH (DATA SYSTEMS, IDENTIFICATION OF GOALS, CONTROL AND COORDINATION BASED ON DATA ANALYSIS)—ARE EMPHASIZED. THE WRITINGS ARE DIVIDED INTO FIVE AREAS: PERSPECTIVES ON THE ROLE OF THE POLICE AND OF POLICE ADMINISTRATION; THE POLICE ORGANIZATION; ORGANIZATIONAL BEHAVIOR IN POLICE SYSTEMS; CONTROL PROCESSES IN THE POLICE ORGANIZATION; AND CHANGING THE POLICE ORGANIZATION. SEE ALSO NCJ-14480, 19250, 19779, 25386, 25387, 31286, 32367, 37829, 46568, AND 47508-47513. (AUTHOR ABSTRACT MODIFIED)

Availability: WEST PUBLISHING COMPANY, 50 WEST KELLOGG BOULEVARD, ST PAUL MN 55102.

13. **B. L. GARMIRE, Ed. LOCAL GOVERNMENT POLICE MANAGEMENT.** INTERNATIONAL CITY MANAGEMENT ASSOCIATION, 1140 CONNECTICUT AVENUE, NW, WASHINGTON DC 20036. 567 p. 1977. **NCJ-42071**

THE PURPOSE OF THIS BOOK IS TO PROVIDE POLICE CHIEFS AND OTHER COMMAND OFFICERS WITH INFORMATION ON CONTEMPORARY PRINCIPLES AND PRACTICES FOR POLICE MANAGEMENT. IT SETS FORTH THE LATEST METHODS FOR POLICE DEPARTMENT OPERATIONS AND OFFERS ALTERNATIVE CONCEPTS AND PROCEDURES FOR RELATING THE WORK OF POLICE MANAGEMENT TO CITY AND COUNTY GOVERNMENT AND THE COMMUNITY AT LARGE. MANAGEMENT PROBLEMS ARE APPROACHED FROM THE POINT OF VIEW OF THE POLICE CHIEF, COMMAND OFFICERS, AND THE CHIEF ADMINISTRATOR. THE BOOK HAS BEEN PREPARED ALSO TO SERVE THE NEEDS OF POLICE INSTRUCTORS, EDUCATORS, AND STUDENTS. PART ONE INCLUDES FOUR CHAPTERS THAT COVER HISTORICAL BACKGROUND AND THE WORK OF THE POLICE DEPARTMENT, BOTH INTERNALLY AND EXTERNALLY, IN MANAGEMENT, CITY, AND COUNTY GOVERNMENT, AND THE PROBLEM OF INTERNAL AND EXTERNAL CORRUPTIVE INFLUENCES. PART TWO COMPRISES THREE CHAPTERS ON ORGANIZATION, MANAGEMENT, AND PRODUCTIVITY. THE SIX CHAPTERS IN PART THREE FOCUS ON PATROL, TRAFFIC, CRIMINAL INVESTIGATION, ORGANIZED CRIME, CRIME PREVENTION, AND JUVENILE PROGRAMS. PERSONNEL MANAGEMENT, LABOR-MANAGEMENT PRACTICES, INTERNAL CONTROLS, COMMUNITY RELATIONS, RESEARCH AND PLANNING, AND THE LEGAL ADVISOR ARE CONSIDERED IN PART FOUR. THE ANCILLARY SERVICES OF INFORMATION MANAGEMENT, FACILITIES AND MATERIAL, CRIMINALISTICS, AND JAIL MANAGEMENT ARE DISCUSSED IN THE FOUR CHAPTERS MAKING UP PART FIVE. THE FINAL SECTION CONTAINS A CONCLUDING CHAPTER WITH A LOOK AHEAD AT POSSIBLE FUTURE TRENDS IN POLICE SERVICES. A NINE-PAGE SELECTED BIBLIOGRAPHY AND AN INDEX ARE PROVIDED. (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: PUBLISHED FOR THE INSTITUTE FOR TRAINING IN MUNICIPAL ADMINISTRATION.

Availability: INTERNATIONAL CITY MANAGEMENT ASSOCIATION, 1140 CONNECTICUT AVENUE, NW, WASHINGTON DC 20036.

14. **R. GOODALL. MANAGEMENT BY OBJECTIVES—A CONCEPTUAL APPLICATION FOR THE POLICE, PART 1.** JUSTICE OF THE PEACE, LTD, EAST ROW, LITTLE LONDON, CHICHESTER, SUSSEX, ENGLAND. *POLICE JOURNAL*, V 47, N 2 (APRIL-JUNE 1974), P 178-186. **NCJ-13788**

DISCUSSION OF IMPROVEMENT OF OVERALL ORGANIZATIONAL PERFORMANCE BY MEANS OF A MANAGEMENT TECHNIQUE KNOWN AS MANAGEMENT BY OBJECTIVES.

MANAGEMENT BY OBJECTIVES IS A SYSTEMATIC APPROACH TO MANAGEMENT. IT PROVIDES FOR A STATEMENT OF ORGANIZATIONAL GOALS AND OBJECTIVES, RESOURCES AND CONSTRAINTS. IT PRESCRIBES A PROCESS FOR TURNING OBJECTIVES INTO PROGRAMMES, PRESCRIBING ACTIVITIES FOR ORGANIZATIONAL MEMBERS AND DETERMINING THE RESOURCES REQUIRED TO PERFORM THOSE ACTIVITIES. IT CALLS FOR A CONTINUING REVIEW OF THE ORGANIZATIONAL STRUCTURE AND FOR FORECASTING AND PLANNING ANY REQUIRED CHANGES. IT HELPS TO IDENTIFY KEY AREAS IN MANAGEMENT AND REQUIRES AND PROVIDES CLARIFICATION OF THE ORGANIZATION'S GOALS AND MANAGEMENT'S OBJECTIVES RELATIVE TO THOSE GOALS. THIS IS DONE BY A THOROUGH ANALYSIS OF THE PURPOSES OF THE ORGANIZATION BY COMPREHENSIVE STUDY OF INTERNAL AND EXTERNAL FACTORS INFLUENCING PRESENT AND PAST ACHIEVEMENT AND THE CHANGES IN THOSE FACTORS WHICH ARE PROBABLE IN THE FUTURE, BY CLEAR DELINEATION OF THE ACTION WHICH INDIVIDUAL OFFICERS AND MANAGERS MUST TAKE IF FUTURE OBJECTIVES ARE TO BE ACHIEVED, IN ADDITION TO A SOUL SEARCHING ASSESSMENT OF THE RELEVANCE OF THOSE OBJECTIVES FOR THE OVERALL POLICE ORGANIZATION, AND, FINALLY, BY AN EXPOSITION OF THE PLANNING AND CONTROL SYSTEMS THROUGH WHICH THIS PROCESS IS TO BE IMPLEMENTED. MANAGEMENT BY OBJECTIVES IS IN SHORT A COMPLETE MANAGEMENT AND CONTROL SYSTEM. FOR PART TWO, SEE NCJ-19278.

15. **R. GOODALL. MANAGEMENT BY OBJECTIVES—A CONCEPTUAL APPLICATION FOR THE POLICE, PART 2—THE HUMAN SIDE.** JUSTICE OF THE PEACE, LTD, EAST ROW, LITTLE LONDON, CHICHESTER, SUSSEX, ENGLAND. *POLICE JOURNAL*, V 47, N 3 (JULY-SEPTEMBER 1974), P251-261. **NCJ-19278**

THIS PAPER CONSIDERS HOW POLICE LABOR CAN BE RENDERED MORE EFFICIENT AND EFFECTIVE THROUGH THE APPRAISAL OF INDIVIDUALS AND THEIR CONTRIBUTIONS TO THE OBJECTIVES OF THE ORGANIZATION. THE MANAGEMENT BY OBJECTIVES SYSTEM OF PERFORMANCE APPRAISAL ON THE OTHER HAND TENDS TO FOCUS ON THE DISSIMILARITIES OF INDIVIDUALS WITHIN A PARTICULAR RANK. IN THIS SENSE, THE INDIVIDUAL, HAVING REGARD TO THE CIRCUMSTANCES OF HIS SITUATION WHICH IS DETERMINED, AMONG OTHER THINGS, BY THE GEOGRAPHICAL, DEMOGRAPHICAL, TECHNOLOGICAL, INFRASTRUCTURAL AND SOCIOLOGICAL CHARACTERISTICS OF HIS BEAT, SECTION, OR SUB-DIVISION IS ASSESSED ACCORDING TO PREDETERMINED STANDARDS OF PERFORMANCE, STANDARDS WHICH WERE NOT IMPOSED ARBITRARILY ON HIM BY THE ORGANIZATION BUT WITH REGARD TO WHICH HE HAD CONTRIBUTED IN A COUNSELING SESSION WITH HIS SUPERIOR AND WHICH HE PERSONALLY HAD AGREED TO ENDEAVOUR TO OBTAIN. A SAMPLE APPRAISAL FORM, ENTITLED A KEY RESULTS ANALYSIS, IS REPRODUCED IN AN APPENDIX. FOR PART ONE, SEE NCJ-13788. (AUTHOR ABSTRACT)

16. **D. GUYOT. BENDING GRANITE—ATTEMPTS TO CHANGE THE RANK STRUCTURE OF AMERICAN POLICE DEPARTMENTS.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *JOURNAL OF POLICE SCIENCE AND ADMINISTRATION*, V 7, N 3 (SEPTEMBER 1979), P 253-284. **NCJ-61871**

THIS ARTICLE PRESENTS A COMPREHENSIVE FRAMEWORK FOR UNDERSTANDING WHY MOST EFFORTS TO REFORM THE RANK STRUCTURE OF AMERICAN POLICE DEPARTMENTS HAVE FAILED. THIS CRITIQUE TAKES THE PERSPECTIVE OF POLICE MANAGERS WHO SEEK TO IMPROVE THE DEPARTMENT PERFORMANCE. THE RANK STRUCTURE, TO WHICH ALL SWORN PERSONNEL BELONG AND FROM WHICH ALL CIVILIAN PERSONNEL ARE EXCLUDED, DETERMINES THE RELATIONS AMONG PERSONNEL ON THE BASIS OF THEIR TITLES, FROM POLICE OFFICER TO CHIEF. THE RANK STRUCTURES OF DEPARTMENTS ACROSS THE U.S. ARE HIGHLY SIMILAR. PROFESSIONAL LITERATURE, DATA FROM THREE NATIONAL SURVEYS CONDUCTED IN 1973 AND 1974, AND INTERVIEWS CONDUCTED FROM JUNE THROUGH AUGUST 1977 WITH POLICE MANAGERS AND OTHER OFFICIALS, WERE USED TO IDENTIFY PROBLEMS ENCOUNTERED IN RANK-STRUCTURE REFORM. FINDINGS ARE ORGANIZED INTO SETS OF MANAGEMENT PROBLEMS, AND NATIONAL STATISTICS PROVIDE AN OVERVIEW OF PRESENT ARRANGEMENTS. THE FIVE SETS OF MANAGEMENT PROBLEMS LOCATED ARE LACK OF MANAGEMENT FLEXIBILITY IN PERSONNEL DECISIONS, LACK OF INCENTIVES WITHIN THE POLICE OFFICER RANK, MILITARISM, COMMUNICATION BLOCKED BY A TALL ORGANIZATIONAL STRUCTURE, AND INSULARITY. A RANK-IN-MAN SYSTEM USED BY MOST POLICE DEPARTMENTS EXPECTS AN INDIVIDUAL TO SPEND HIS OR HER ENTIRE WORKING LIFE WITHIN THE AGENCY. EACH EMPLOYEE POSSESSES A RANK THAT DETERMINES PAY AND THE RANGE OF POSITIONS AVAILABLE. A NUMBER OF SPECIFIC REFORMS ARE SUGGESTED TO PROVIDE FLEXIBILITY: ELIMINATING RANKS, CHANGING THE TABLE OF ORGANIZATION, CREATING EXEMPT POSITIONS, ADOPTING A RANK-AND-ASSIGNMENT SYSTEM, USING ASSESSMENT CENTERS, AND APPOINTING TASK FORCES. TO INCREASE INCENTIVE, AN EXPANDED PAY SCALE OR SALARY INCENTIVE COULD BE IMPLEMENTED, NEW JOB CLASSIFICATIONS COULD BE CREATED, AND CAREER DEVELOPMENT COULD BE ENCOURAGED. FURTHER STUDY IS NEEDED ON SYMBOLIC AND SUBSTANTIVE DEMILITARIZATION, TEAM POLICING EFFECTS ON ORGANIZATIONS, AND LATERAL ENTRY AS A MEANS TO BREAK DOWN INSULARITY. TABULAR DATA AND FOOTNOTES ARE INCLUDED.

Supplemental Notes: PRICE QUOTED IS FOR ENTIRE ISSUE.

Availability: INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760.

17. **C. D. HALE. FUNDAMENTALS OF POLICE ADMINISTRATION.** 374 p. 1977. **NCJ-40541**

THE BASICS OF POLICE ADMINISTRATION ARE EXPLORED ALONG WITH THE PRACTICAL PROBLEMS OF PLANNING, ORGANIZING, ACTIVATING, AND CONTROLLING THE MODERN POLICE AGENCY. THIS BOOK EMPHASIZES THE PERSONNEL ISSUES. RECENT MATTERS SUCH AS POLICE PRODUCTIVITY AND POLICE LABOR RELATIONS ARE COVERED, AS WELL AS MANAGEMENT BY OBJECTIVES. USING NON-TECHNICAL LANGUAGE, THE AUTHOR DISCUSSES TEAM POLICING AND THE RELATIONSHIP OF POLICE TO PUBLIC ADMINISTRATION. CHAPTER SUMMARIES, QUESTIONS, CHARTS, ILLUSTRATIONS AND EXTENSIVE BIBLIOGRAPHIES ARE PROVIDED. (AUTHOR ABSTRACT)

Availability: HOLBROOK PRESS, 470 ATLANTIC AVENUE, BOSTON MA 02110.

18. **A. D. HAMANN. POLICE SERGEANT—THE FIRST-LINE SUPERVISOR—HIS ROLE, DUTIES AND RESPONSIBILITIES.** 13 p. **NCJ-60465**

THE FUNCTIONAL DUTIES AND RESPONSIBILITIES OF THE POLICE SERGEANT OR FIRST-LINE SUPERVISOR ARE DISCUSSED IN TERMS OF SPECIFIC TASK ASSIGNMENTS AND REQUISITE ORIENTATION AND ATTITUDES. THE ROLE OF THE POLICE SERGEANT OR FIRST-LINE SUPERVISOR IS ONE OF THE MOST IMPORTANT ROLES IN ANY POLICE DEPARTMENT. TRADITIONALLY, THE ROLE HAS BEEN RELEGATED TO A POSITION OF INFERIORITY WITHOUT A CLEAR DEFINITION OF DUTIES, RESPONSIBILITIES, AND AUTHORITY. IN GENERAL, THE POSITION INVOLVES GETTING THE JOB DONE THROUGH OTHERS, MAINTAINING THE STANDARDS OF THE DEPARTMENT, AND CREATING AND MAINTAINING COOPERATION WITH EMPLOYEES. IN MANY DEPARTMENTS, THE ROLE BECOMES WHAT THE POLICE ADMINISTRATOR WISHES IT TO

BE. IT CAN BE AN INTEGRAL PART OF MANAGEMENT, OR IT CAN BE A MEANINGLESS CHORE LACKING IN PRESTIGE. DESPITE THESE VARIATIONS, BASIC ORIENTATIONS AND RESPONSIBILITIES OF THE SUCCESSFUL SERGEANT CAN BE IDENTIFIED: (1) THE FIRST-LINE SUPERVISOR MUST ACT IN BEHALF OF THE POLICE DEPARTMENT AND ITS LEADERS, (2) THE SERGEANT MUST TRAIN AND DEVELOP HUMAN RESOURCES, (3) PERSONNEL EFFORTS MUST BE COORDINATED, BOTH AMONG AND WITHIN EXISTING GROUPS; (4) THE SERGEANT MUST PLACE EMPLOYEES IN POSITIONS APPROPRIATE TO THEIR CAPABILITIES AND INTERESTS; (5) INTERNAL CONFLICTS SHOULD BE RESOLVED, WHETHER THESE CONFLICTS ARE PERSONAL OR JOB ORIENTED; (6) LONG-RANGE PLANNING FOR THE GROWTH AND DEVELOPMENT OF THE ORGANIZATION MUST BE IMPLEMENTED; AND (7) THE SERGEANT MUST PROVIDE LEADERSHIP TO PERSONNEL THROUGH PLANNING, ORGANIZATION, DIRECTION, AND CONTROL. MOST IMPORTANTLY, IT IS ONE FIRST-LINE SUPERVISOR'S MAIN RESPONSIBILITY TO BE AN EVALUATOR IN THE CONTINUOUS APPRAISAL OF SUBORDINATES; EVERY EFFORT SHOULD BE MADE TO CORRECT OBSERVED DEFICIENCIES. FOOTNOTE REFERENCES ARE INCLUDED IN THE PAPER.

19. **J. F. HEAPHY, Ed. POLICE PRACTICES—THE GENERAL ADMINISTRATIVE SURVEY.** KANSAS CITY (MO) POLICE DEPARTMENT, 805 NORTH SIXTH STREET, KANSAS CITY MO 67068; POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006; POLICE EXECUTIVE RESEARCH FORM, 1909 K STREET, NW, SUITE 420, WASHINGTON DC 20006. 212 p. 1978. **NCJ-51819**

RESULTS OF AN ANNUAL QUESTIONNAIRE SURVEY OF NATIONAL POLICE DEPARTMENTS ON ADMINISTRATIVE AND OPERATIONAL PRACTICES IN 1977 IS PRESENTED FOR LAW ENFORCEMENT ADMINISTRATORS, PRACTITIONERS, AND RESEARCHERS. RESPONSES WERE COLLECTED FROM 49 DEPARTMENTS AND ARE ANALYZED UNDER THE CATEGORIES OF ADMINISTRATION (FINANCE AND BENEFITS) AND PERSONNEL (DISTRIBUTION, COMPOSITION, AND PROMOTION). RAW DATA, INCLUDING TALLY SHEETS AND SUMMARY DATA, ALSO ARE INCLUDED FOR RESEARCHERS OR OTHER PERSONS WISHING TO DO FURTHER ANALYSIS. THE DATA SHOW THAT THERE IS A PRONOUNCED TREND TOWARD LOWER PER CAPITA COSTS FOR POLICING IN SOUTHERN CITIES WITH SMALLER POPULATIONS, AND THE MEDIAN COST IN ALL CITIES IS $55.98. THERE IS AN AVERAGE OF 2.42 POLICE OFFICERS PER 1,000 POPULATION IN CITIES WITH 500,000 INHABITANTS AND OF 1.88 PER 1,000 FOR CITIES WITH 250,000 TO 500,000 INHABITANTS. MEDIAN SALARIES PAID TO POLICE CHIEFS RANGE FROM $28,000 TO $31,000 FOR ALL 49 DEPARTMENTS AND THE MEDIAN ALLOCATION OF OFFICERS TO PATROL DUTIES IS BETWEEN 54 AND 56 PERCENT. THERE ARE STRIKING DIFFERENCES AMONG DEPARTMENTS ON A LARGE NUMBER OF SURVEY ITEMS; THE NUMBERS OF COMPLAINTS RECEIVED PER 100 OFFICERS RANGED BETWEEN A LOW OF 1.3 TO A HIGH OF 122.2 COMPLAINTS. THE APPENDIXES CONTAIN THE SURVEY INSTRUMENT AND A LIST OF CITY AND GEOGRAPHIC REGIONS REPRESENTED IN THE REPORT.

Availability: POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006.

20. **N. F. IANNONE. SUPERVISION OF POLICE PERSONNEL, 2D ED.** 363 p. 1975. **NCJ-16225**

BASIC PRINCIPLES AND TECHNIQUES OF SUPERVISION, INCLUDING TENETS OF EFFECTIVE LEADERSHIP, TECHNIQUES OF IMPROVING THE PERFORMANCE OF SUBORDINATES THROUGH TRAINING, SKILLS IN INTERPERSONAL COMMUNICATIONS, AND DISCIPLINE. A DEFINITION OF THE SUPERVISOR'S ROLE AND FUNCTION IN POLICE ORGANIZATION, ADMINISTRATION, AND MANAGEMENT IS PROVIDED. ELEMENTS OF LEADERSHIP, SUPERVISION, AND COMMAND PRESENCE SUCH AS ORDER GIVING AND COMMUNICATIONS, AND TECHNIQUES OF SUPERVISING WOMEN EMPLOYEES ARE PRESENTED. FACTORS INVOLVED IN EFFECTIVE COMMUNICATIONS, PROBLEMS AND APPROACHES TO THE TRAINING FUNCTION, AND THE INSTRUCTIONAL PROCESS ARE ALSO DISCUSSED. OTHER TOPICS COVERED IN THE TEXT INCLUDE DEPLOYMENT OF FIELD FORCES, PSYCHOLOGICAL ASPECTS OF SUPERVISION, PRINCIPLES OF INTERVIEWING, SPECIAL PROBLEMS IN COUNSELING, PERSONNEL EVALUATION SYSTEMS, AND PERFORMANCE RATING STANDARDS AND METHODS. DISCIPLINE POLICIES, PRINCIPLES AND PRACTICES, AND PERSONNEL COMPLAINT INVESTIGATION PROCEDURES AND TECHNIQUES ARE ALSO DISCUSSED.

Availability: PRENTICE-HALL, ENGLEWOOD CLIFFS NJ 07632.

21. **J. L. KUYKENDALL and P. C. UNSINGER. COMMUNITY POLICE ADMINISTRATION.** 341 p. 1975. **NCJ-30513**

MODERN MANAGEMENT CONCEPTS AND METHODS RELATING TO THE ADMINISTRATION OF COMMUNITY POLICE AGENCIES ARE ANALYZED IN THIS TEXT AND GUIDE. THE TEXT IS BASED ON THEORIES AND METHODS TESTED AND PROVEN VIABLE IN FIFTEEN MIDDLE-MANAGEMENT COMMUNITY POLICE ADMINISTRATION PROGRAMS, THIRTEEN IN CALIFORNIA AND TWO IN OREGON. THE SUBJECTS COVERED IN THIS STUDY INCLUDE BACKGROUND OF LAW ENFORCEMENT MANAGEMENT; COMMUNICATION, MOTIVATION, AND LEADERSHIP; ESTABLISHING OBJECTIVES WHICH PROVIDE DIRECTION AND WHICH CAN BE USED AS A BASIS FOR MEASURING EFFECTIVENESS; PLANNING, DECISION-MAKING AND POLICY FORMULATION; DETERMINING MANPOWER NEEDS AND ALLOCATING MANPOWER; BUDGETING; TRADITIONAL SYSTEMS APPROACHES TO ORGANIZING; RECRUITING, SELECTING, AND TRAINING PERSONNEL; AND EVALUATING AND CONTROLLING PEOPLE, PROGRAMS, AND THE ORGANIZATION. THE INFORMATION IS PRESENTED WITHIN THE CONTEXT OF POLICE ACCOUNTABILITY TO THE RULE OF LAW AND TO THE 'PUBLIC INTEREST' IN THEIR COMMUNITY.

Availability: NELSON-HALL PUBLICATIONS, 111 NORTH CANAL STREET, CHICAGO IL 60606.

22. **R. C. LARSON, Ed. POLICE ACCOUNTABILITY—PERFORMANCE MEASURES AND UNIONISM.** HEATH LEXINGTON BOOKS, 125 SPRING STREET, LEXINGTON MA 02173; MASSACHUSETTS INSTITUTE OF TECHNOLOGY. 229 p. 1978. **NCJ-48126**

THIS VOLUME DISCUSSES THE MEASUREMENT OF POLICE EQUITY, EFFICIENCY, AND EFFECTIVENESS; THE ANALYSIS OF ALTERNATIVE METHODS OF OPERATION; AND THE DETERMINATION OF THE FEASIBILITY OF IMPLEMENTING THOSE ALTERNATIVES. THE READINGS IN THE FIRST HALF OF THE ANTHOLOGY FOCUS ON PERFORMANCE MEASURES FROM VARIOUS POINTS OF VIEW: THE POLICE PLANNER, THE COMPREHENSIVE EVALUATOR, THE CITY ADMINISTRATOR, AND THE CONCERNED CITIZEN. A BRIEF HISTORY OF POLICING IN THE U.S. IS PRESENTED, WITH EMPHASIS ON THE ROLE PLAYED BY THREE POPULAR POLICE PERFORMANCE MEASURES: RESPONSE TIME, FREQUENCY OF PREVENTIVE PATROLS, AND PATROL WORKLOADS. THE DISCUSSION MOVES TO MORE BROADLY DEFINED ISSUES, SUCH AS POLICE USE OF FORCE, CITIZEN SATISFACTION, SUBJECTIVE MEASURES OF PERFORMANCE, AND INTERNAL RATINGS BY SUPERVISORS, WHICH WOULD BE OF CONCERN IN CONDUCTING A COMPREHENSIVE EVALUATION OF A POLICE DEPARTMENT. A SEPARATE CHAPTER PROVIDES A COMPLETE PICTURE OF POLICE EMPLOYMENT AND COSTS IN THE U.S. FROM THE 1950'S THROUGH THE EARLY 1970'S, INCLUDING TRENDS IN SALARIES, FRINGE BENEFITS, AND TOTAL EXPENDITURES, AND PER CAPITA TRENDS. ONE PUBLIC SAFETY PERFORMANCE MEASURE, THAT OF PROBABILITY OF VICTIMIZATION, IS DISCUSSED IN DEPTH. THE CHAPTER

PRESENTS A METHOD FOR PROJECTING THE LIFETIME HOMICIDE VICTIMIZATION PROBABILITY OF AN INDIVIDUAL BORN IN ONE OF THE 50 LARGEST CITIES IN THE U.S. THE SECOND HALF OF THE VOLUME FOCUSES ON A KEY FACTOR THAT HAS AFFECTED POLICE ACCOUNTABILITY SINCE THE EARLY 1960'S; THE TREMENDOUS GROWTH OF POLICE UNIONS. AFTER A BRIEF HISTORY OF POLICE UNIONS, CASE STUDIES ARE CONSIDERED IN WHICH THE UNION HAS PLAYED A MAJOR ROLE IN THE EFFORT OF MANAGEMENT TO IMPROVE SERVICES OR MAINTAIN COST INCREASES AT SOME REASONABLE LEVEL. THE FINAL TWO CHAPTERS EXAMINE THE ROLES THAT UNIONS CAN PLAY WHEN MANAGEMENT ATTEMPTS TO INTRODUCE CIVILIANS (GENERALLY LESS EXPENSIVE THAN SWORN POLICE) INTO A POLICE DEPARTMENT. TABULAR DATA AND DETAILS OF THE STATISTICAL ANALYSIS ARE INCLUDED. FOR SELECTED READINGS, SEE NCJ-15409, 17456, 27600, 43380, AND 48127-48131. (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: URBAN PUBLIC SAFETY SYSTEMS, V 2.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

Availability: HEATH LEXINGTON BOOKS, 125 SPRING STREET, LEXINGTON MA 02173.

23. **V. A. LEONARD and H. W. MORE JR. POLICE ORGANIZATION AND MANAGEMENT, 5TH ED.** FOUNDATION PRESS, 170 OLD COUNTRY ROAD, MINEOLA NY 11501. 782 p. 1978. **NCJ-46948**

A COMPREHENSIVE EXAMINATION IS UNDERTAKEN OF THE BEST PRACTICE AND PROCEDURE IN THE ORGANIZATION AND MANAGEMENT OF THE POLICE ENTERPRISE. THIS EDITION IS SPECIALLY DESIGNED AND STRUCTURED AS A TEXTBOOK FOR COURSES AT THE UNIVERSITY LEVEL AND AS A POLICE MANUAL AND REFERENCE WORK FOR POLICE ADMINISTRATORS, COMMAND OFFICERS, AND SUPERVISORY PERSONNEL. THE FOLLOWING TOPICS ARE DISCUSSED; POLICE GOALS AND FUNCTIONS, FORMULAS FOR MODERN POLICE SERVICE, MANAGEMENT THEORY, THE CLIMATE OF POLICE ADMINISTRATION AND ORGANIZATION, POLICE EXECUTIVE LEADERSHIP, ORGANIZATIONAL CRITERIA, POLICE INTERNAL ORGANIZATION, ADMINISTRATIVE ALTERNATIVES, POLICE PERSONNEL RECRUITMENT, THE POLICE TRAINING FUNCTION AND EDUCATIONAL PROCESS, POLICE RECORDS MANAGEMENT AND COMMUNICATIONS SYSTEMS, THE PATROL FUNCTION AS THE MAJOR COMPONENT OF LINE POWER, CRIMINAL INVESTIGATION AND THE DETECTIVE FUNCTION, APPREHENSION CAPABILITIES, SPECIAL OPERATION FUNCTIONS SUCH AS THE TACTICAL UNIT OR THE MOBILE TASK FORCE, AND SUPPORTING LINE UNIT FUNCTIONS SUCH AS TRAFFIC MANAGEMENT AND DELINQUENCY AND CRIME PREVENTION. CRITERIA FOR APPRAISING DEPARTMENTAL ORGANIZATION ARE ALSO PROVIDED. APPENDIXES PROVIDE THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE 1978 TRAINING CALENDAR, A CODE OF ETHICS FOR POLICE PROFESSIONALS, A GENERAL ORDER COVERING APPLICATIONS FOR SECONDARY EMPLOYMENT, A CLASSIFICATION OF POLICE HAZARDS, PROPOSED ACCREDITATION GUIDELINES FOR POSTSECONDARY CRIMINAL JUSTICE EDUCATION PROGRAMS, AND A LIST OF PAPERS DELIVERED BEFORE THE SECOND INTERNATIONAL CONFERENCE ON CRIME COUNTERMEASURE SCIENCE AND ENGINEERING. GUIDES TO FIGURES AND TABLES ARE INCLUDED. A BIBLIOGRAPHY AND INDEX ARE PROVIDED.

Supplemental Notes: POLICE SCIENCE SERIES.

Availability: FOUNDATION PRESS, 170 OLD COUNTRY ROAD, MINEOLA NY 11501.

24. **V. A. LUBANS and J. M. EDGAR. POLICING BY OBJECTIVES—A HANDBOOK FOR IMPROVING POLICE MANAGEMENT.** SOCIAL DEVELOPMENT CORPORATION, 266 PEARL STREET, ROOM 416, HARTFORD CT 06103. 254 p. 1979. **NCJ-45518**

POLICING BY OBJECTIVES (PBO) IS A PROCESS OF PLANNING, EXECUTING, AND REVIEWING THE ACTIVITIES OF A POLICE ORGANIZATION IN RELATION TO SPECIFIC DESIRED RESULTS. BASED ON A PROCESS DESIGNED PRIMARILY FOR USE IN BUSINESS AND INDUSTRY, PBO HAS BEEN EXTENSIVELY MODIFIED TO TAKE INTO ACCOUNT THE EXTRAORDINARY MANAGEMENT PROBLEMS INHERENT IN THE POLICE ENTERPRISE. THE TYPICAL PROBLEMS WHICH BESET THE POLICE MANAGER--LITTLE CONTROL OVER THE DEMAND FOR THE TYPES, TIMING, OR FREQUENCY OF SERVICES; RESULTS WHICH ARE NOT EASILY MEASURED; BUDGET DECISIONS WHICH ARE OFTEN MADE OUTSIDE THE POLICE DEPARTMENT--ARE PROBLEMS WITH WHICH A BUSINESS-ORIENTED SYSTEM OF MANAGEMENT IS INCAPABLE OF DEALING. PBO, ON THE OTHER HAND, ACKNOWLEDGES THESE AND THE MANY OTHER SPECIAL DIFFICULTIES WHICH CHARACTERIZE THE DISTINCTIVE WORLD OF POLICE MANAGEMENT. TO MAKE THE NUMEROUS MODIFICATIONS OF THE REQUISITE CONCEPTS AND PRACTICES, RESEARCHERS STUDIED THE PRACTICAL EXPERIENCES OF 37 POLICE ORGANIZATIONS NOW USING SOME FORM OF PBO. THE ADVICE AND OPINIONS OF A PANEL OF ADVISORS FROM THE POLICE WORLD AND THE BUSINESS AND ACADEMIC SECTORS WERE SOLICITED. THIS INFORMATION WAS THEN ORGANIZED AND SYNTHESIZED INTO A STEP-BY-STEP SYSTEM OF MANAGEMENT WHICH IS PRESENTED IN HOW-TO FORM. THE RESULT IS A GUIDE TO MODERN POLICE MANAGEMENT WRITTEN EXPRESSLY FOR THE ACTIVE AND WOULD-BE POLICE MANAGER WHICH EMPHASIZES THE PRACTICE OF MANAGEMENT RATHER THAN MANAGEMENT THEORY. EACH STEP IN THE PBO PROCESS IS PRESENTED, FROM THE DEVELOPMENT OF A DEPARTMENTAL MISSION TO THE FINAL ASSESSMENT OF RESULTS. CHAPTERS EXPLAIN THE BENEFITS OF PBO MANAGEMENT TO THE INDIVIDUAL MANAGER AND HIS ORGANIZATION; OUTLINE POSSIBLE APPROACHES TO IMPLEMENTATION; DISCUSS PROBLEMS WHICH MAY ARISE, AND SOME WAYS THEY CAN BE AVOIDED OR OVERCOME; AND OFFER SUGGESTIONS AS TO HOW THE ORGANIZATIONAL STRUCTURE MIGHT BE CHANGED TO MAKE PBO STILL MORE EFFECTIVE. DESCRIPTIONS OF PBO SYSTEMS IN ACTUAL OPERATION IN SEVERAL POLICE ORGANIZATIONS HAVE BEEN APPENDED TO SHOW THE VARIOUS WAYS PBO CAN BE EMPLOYED. AN ANNOTATED BIBLIOGRAPHY IS ALSO INCLUDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: SOCIAL DEVELOPMENT CORPORATION, 266 PEARL STREET, ROOM 416, HARTFORD CT 06103.

25. **R. G. LYNCH. POLICE MANAGER—PROFESSIONAL LEADERSHIP SKILLS, 2ND EDITION.** HOLBROOK PRESS, 470 ATLANTIC AVENUE, BOSTON MA 02110. 326 p. 1978. **NCJ-53683**

THIS TEXTBOOK FOR POLICE MANAGEMENT COURSES COVERS THEORY, PRACTICAL ADVICE, AND VARIOUS MANAGEMENT STYLES, AND INCLUDES INFORMATION ON BUDGETING, USING TRANSACTIONAL ANALYSIS SKILLS, AND COLLECTIVE BARGAINING. THE BOOK BEGINS WITH AN OVERVIEW OF THE MANAGEMENT PROCESS AND THE HISTORY AND PHILOSOPHY OF MANAGEMENT, PARTICULARLY POLICE MANAGEMENT. THE ORGANIZATIONAL ENVIRONMENT FACING POLICE MANAGERS IS DISCUSSED IN RELATION TO MANAGEMENT TECHNIQUES. MASLOW'S HIERARCHY OF NEEDS, HERZBERG'S MOTIVATION-HYGIENE THEORY, DOUGLAS MCGREGOR'S THEORY X AND THEORY Y, AND THE LIKERT MANAGEMENT SYSTEMS ARE REVIEWED TO PROVIDE A FRAMEWORK AGAINST WHICH POLICE MANAGERS MAY ANALYZE AND UNDERSTAND THEIR OWN ORGANIZATIONAL BEHAVIOR. THE QUALITIES OF POLICE MANAGERS ARE LISTED ON A MANAGERIAL GRID TO ALLOW

ANALYSIS OF FIVE MANAGEMENT STYLES AGAINST CONCERN FOR PRODUCTION AND CONCERN FOR PERSONNEL. A CHAPTER DEALING WITH MANAGEMENT COMMUNICATIONS DISCUSSES COMMUNICATIVE STYLES AVAILABLE FOR EXERCISING INFLUENCE IN THE POLICE DEPARTMENT. THE 'JOHARI WINDOW,' AN INFORMATION PROCESSING MODEL BY WHICH MANAGERS CAN JUDGE THEIR EFFECTIVENESS IN DEALING WITH THE COMMUNICATIVE CONCERNS OF RESPONSE AND EXPOSURE, IS GIVEN PARTICULAR ATTENTION. ANOTHER SECTION OPENS WITH A DISCUSSION OF PLANNING TECHNIQUES AND GOES ON TO DESCRIBE A SIMPLE, STEP-BY-STEP DECISIONMAKING METHOD USED IN INDUSTRY AND GOVERNMENT. FISCAL MANAGEMENT, FISCAL CONTROL, AND BUDGETING PROCESSES FOR POLICE DEPARTMENTS ARE COVERED AND WAYS OF BUDGETING TIME THROUGH STRUCTURED DECISIONMAKING PROCESSES AND USE OF A SPECIFIC MANAGEMENT BY OBJECTIVES SYSTEM ARE DESCRIBED. THE FINAL SECTION EXAMINES IMPLEMENTATION OF MANAGEMENT SYSTEMS. SKILLS FOR COLLECTIVE BARGAINING AND DEALING WITH POLICE UNIONS, HANDLING RESISTANCE TO CHANGE, AND HUMAN BEHAVIOR MODIFICATION ARE COVERED. THE TEXT ENDS WITH A DISCUSSION OF THE ORGANIZATIONAL DEVELOPMENT PROCESS, AND ADDRESSES ISSUES SUCH AS FOUNDATIONS FOR ORGANIZATIONAL DEVELOPMENT, MANAGEMENT OF TEAM BUILDING, AND THE USE OF RATIONAL AND PSYCHOLOGICAL PRINCIPLES IN BRINGING ABOUT ORGANIZATIONAL DEVELOPMENTS. AN INDEX AND REFERENCES ARE PROVIDED.

Availability: ALLYN AND BACON, INC, LINK DRIVE, BROCKLEIGH NJ 07647. Stock Order No. 8260346.

26. **P. K. MANNING and J. VAN MAANEN, Eds. POLICING—A VIEW FROM THE STREET.** GOODYEAR PUBLISHING COMPANY, 1640 5TH STREET, SANTA MONICA CA 90401. 368 p. 1978. **NCJ-55527**

ARGUING THAT THE ESSENCE OF POLICE WORK IS LOCATED AT STREET LEVEL, THIS COLLECTION OF ARTICLES PROVIDES A SOCIOLOGICAL VIEW OF THE CONTEXT, STRATEGIES, AND PRACTICE OF POLICING AND OF POLICE OFFICER SOCIALIZATION. BEGINNING WITH A CONSIDERATION OF THE HISTORICAL PROCESSES AND CHANGING CULTURAL ARRANGEMENTS THAT HAVE PROVIDED THE POLICE WITH THEIR RATHER LOOSE MISSION AND MANDATE WITHIN SOCIETY, SUBSEQUENT SELECTIONS EXAMINE THE PRESENT-DAY CONTEXT WITHIN WHICH POLICING IS ACCOMPLISHED AND THE VARIOUS TACTICS, INCLUDING ADMINISTRATIVE, OPERATIONAL, AND INDIVIDUAL, USED WHEN PERFORMING VARIOUS POLICE TASKS. THESE TACTICS ARE INVESTIGATED WITHIN THE FRAMEWORK OF THE EVERYDAY PRACTICE OF POLICING, WITH PARTICULAR ATTENTION TO THE STREET-LEVEL ENCOUNTERS BETWEEN THE POLICE AND THE PUBLIC. USING ONE OF THREE SUBDIVISIONAL HEADQUARTERS OF THE LONDON, ENGLAND, POLICE, THE COMMONSENSE OR ASSUMED GROUNDS OF ORGANIZATIONAL INTEGRATION ARE EXPLORED, ESPECIALLY IN TERMS OF COLLEAGUE RELATIONS. THE SCOPE AND SUSCEPTIBILITY OF NARCOTICS SQUAD OFFICERS TO CORRUPTION AND ABUSE OF AUTHORITY ARE OUTLINED, ALONG WITH SELECTED CRIME PREVENTION AND CONTROL EXPERIMENTS CONDUCTED IN NEW YORK CITY, KANSAS CITY, AND ELSEWHERE TO DETERMINE WHETHER INCREASES IN THE NUMBER OF PATROL OFFICERS POSITIVELY AFFECTS CRIME. THE INTERACTIONAL ORIGINS AND CONSEQUENCES OF DEROGATORY LABELING USED BY POLICE OFFICERS ARE EXAMINED, AS ARE THE DYNAMICS OF POLICE LYING AS A TOOL OF SOCIAL AND ORGANIZATIONAL CONTROL. FINALLY, VARIOUS METHODOLOGICAL ISSUES ENDEMIC TO THE ETHNOGRAPHIC STUDY OF THE POLICE ARE DISCUSSED, WITH PARTICULAR ATTENTION TO THE PROBLEMS AND RESPONSIBILITIES INHERENT IN A PARTICIPANT OBSERVER RESEARCH RELATIONSHIP. TABULAR DATA AND REFERENCES ARE INCLUDED. SEE ALSO NCJ 55528-55533.

Availability: GOODYEAR PUBLISHING COMPANY, 1640 5TH STREET, SANTA MONICA CA 90401.

27. **W. B. MELNICOE and J. C. MENNIG. ELEMENTS OF POLICE SUPERVISION, 2ND ED.** GLENCOE PUBLISHING CO, INC, 17337 VENTURA BOULEVARD, ENCINO CA 91316. 333 p. 1978. **NCJ-48494**

THIS VOLUME PRESENTS CONTEMPORARY THINKING IN THE FIELD OF POLICE SUPERVISION AND COVERS ADVANCES IN SUPERVISORY TECHNIQUES, WITH SPECIAL EMPHASIS ON THE UNIQUE PROBLEMS OF POLICE OFFICERS. PROPER IMPLEMENTATION OF POLICIES AND PROCEDURES RESTS WITH THE SUPERVISORS OF LAW ENFORCEMENT AGENCIES. ACCORDINGLY, THE PRACTICAL ELEMENTS OF THE POLICE SUPERVISORY FUNCTION ARE OUTLINED, WITH ATTENTION TO THE POLICE ENVIRONMENT, THE SUPERVISOR'S ROLE IN MANAGEMENT, THE SELECTION OF SUPERVISORS, THE PSYCHOLOGICAL ASPECTS OF SUPERVISION, MOTIVATION, LEADERSHIP, MORALE, THE ROLE OF EMPLOYEE GROUPS AND ORGANIZATIONS, DISCIPLINE, COMMUNICATION, COUNSELING AND INTERVIEWING, COMPLAINTS AND GRIEVANCES, DECISIONMAKING AND PLANNING, WORK PLANNING, PERFORMANCE APPRAISAL, WOMEN SUPERVISORS, AND THE SUPERVISORY TRAINING FUNCTION. THE FOLLOWING MATERIALS ARE APPENDED: AN EXAMPLE OF A GENERAL ORDER REGARDING COMPLAINTS OF POLICE MISCONDUCT; A COMPLAINT FORM USED BY THE OAKLAND, CALIFORNIA, POLICE DEPARTMENT; A PERSONNEL EVALUATION FORM; AN EXAMPLE OF A GENERAL ORDER REGARDING PERMANENT EMPLOYMENT STATUS; AN OUTLINE OF THE SUPERVISORY TRAINING COURSE USED BY THE MUNICIPAL POLICE TRAINING COUNCIL OF THE STATE OF NEW YORK; A SUPERVISOR'S RATING SCALE, A FORM FOR RATING SUPERVISORS, AND A SELF-ANALYSIS QUESTIONNAIRE FOR SUPERVISORS USED IN A CALIFORNIA PROGRAM FOR POLICE OFFICERS' TRAINING; A FIELD TRAINING GUIDE USED BY THE OAKLAND, CALIFORNIA, POLICE DEPARTMENT; AND COURSE AND PROGRAM CURRICULUMS MEETING TRAINING SPECIFICATIONS AND STANDARDS FOR CALIFORNIA POLICE OFFICERS. REFERENCE NOTES AND DISCUSSION QUESTIONS ARE PROVIDED AT THE CLOSE OF EACH CHAPTER. AN INDEX IS INCLUDED.

Supplemental Notes: GLENCOE CRIMINAL JUSTICE SERIES.

Availability: GLENCOE PUBLISHING CO, INC, 17337 VENTURA BOULEVARD, ENCINO CA 91316.

28. **H. W. MORE JR, Ed. EFFECTIVE POLICE ADMINISTRATION—A BEHAVIORAL APPROACH, 2ND ED.** WEST PUBLISHING COMPANY, 50 WEST KELLOGG BOULEVARD, ST PAUL MN 55102. 372 p. 1979. **NCJ-58748**

TECHNIQUES OF DEALING WITH ORGANIZATIONAL CHANGE ARE PRESENTED IN THIS TEXT FOR POLICE ADMINISTRATION COURSES, WITH AN EMPHASIS ON BEHAVIORAL ASPECTS. THE BOOK REVIEWS MAJOR MANAGEMENT THEORIES AND POLICE MANAGEMENT HISTORY. BOTH THE STUDENT AND PRACTITIONER ARE INTROCUCED TO THE MANAGERIAL FUNCTIONS OF PLANNING, ORGANIZING, FISCAL MANAGEMENT AND BUDGET; TO MAJOR ELEMENTS OF ORGANIZATIONAL DEVELOPMENT; AND TO THE IMPLICATIONS OF CHANGE IN POLICE ORGANIZATIONS. THIS ANTHOLOGY IS DIVIDED INTO A NUMBER OF CHAPTERS COVERING THE HISTORY OF POLICE MANAGEMENT THOUGHT, INCLUDING INDIVIDUAL LEADERS IN THIS FIELD AND THEIR OUTSTANDING INNOVATIONS AND PHILOSOPHIES; THE BEHAVIORAL SCIENCES IN APPLICATION TO POLICE MANAGEMENT AND MANAGEMENT IN GENERAL, INCORPORATING A DISCUSSION OF THEORY 'X' AND THEORY 'Y'--THE HARD AND SOFT APPROACHES TO MANAGEMENT--AND THE MANAGERIAL GRID WHICH ORGANIZES SEVERAL THEORIES OF MANAGEMENT

IN TERMS OF HOW EACH DEALS WITH ORGANIZATIONAL NEEDS FOR PRODUCTION AND PROFIT AND HUMAN NEEDS FOR MATURE AND HEALTHY RELATIONSHIPS. ADDITIONAL CHAPTERS EXAMINE SYSTEMS ANALYSIS, ITS BENEFITS AND DRAWBACKS, ITS APPLICATION TO LAW ENFORCEMENT, AND ITS USEFULNESS FOR SMALL AND MEDIUM-SIZED AGENCIES AS WELL AS FOR LARGE POLICE DEPARTMENTS. IN ADDITION, MANAGERIAL FUNCTIONS SUCH AS THE PROGRAM EVALUATION AND REVIEW TECHNIQUE, FISCAL MANAGEMENT, AND ZERO-BASE BUDGETING ARE DISCUSSED. FINALLY ORGANIZATIONAL DEVELOPMENT (A LONG-RANGE EFFORT TO IMPROVE AN AGENCY'S PROBLEMSOLVING AND RENEWAL PROCESSES THROUGH COLLABORATIVE MANAGEMENT OF ORGANIZATION CULTURE AND FORMAL WORK TEAMS), MANAGEMENT BY OBJECTIVES, LEADERSHIP PATTERNS, TEAM POLICING, AND POLICE PRODUCTIVITY IN SERVICES AND PAROLE ARE DEALT WITH IN REMAINING SECTIONS. SPECIAL TEACHING AIDS--CHAPTER OBJECTIVES, DISCUSSION QUESTIONS, ANNOTATED REFERENCES, AND CASE STUDIES--ARE PROVIDED AS WELL AS AN INDEX BY SUBJECT AND NAME.

Supplemental Notes: CRIMINAL JUSTICE SERIES.

Availability: WEST PUBLISHING COMPANY, 50 WEST KELLOGG BOULEVARD, ST PAUL MN 55102.

29. **NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS. POLICE—REPORT OF THE NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS, 1973.** 687 p. 1973. **NCJ-10858**

SUGGESTIONS FOR OVERALL IMPROVEMENT IN DELIVERY OF POLICE SERVICES FOR GREATER PROTECTION AGAINST CRIME. THE NATIONAL ADVISORY COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS CONSIDERS THE PATROLMAN THE PRIMARY FORCE IN REDUCING AND PREVENTING CRIME AND THUS DIRECTS ITS REPORT RECOMMENDATIONS TOWARD INCREASING POLICE EFFECTIVENESS. SUGGESTIONS FOR IMPROVEMENTS IN POLICE FUNCTIONS ARE PRESENTED IN THE AREAS OF COMMUNITY, PLANNING AND ORGANIZATION, TECHNOLOGY AND SUPPORT SERVICES, FISCAL MANAGEMENT, AND COORDINATION WITH OTHER CRIMINAL JUSTICE AGENCIES. THESE PROPOSALS APPEAR IN THE FORM OF MORE THAN 120 SPECIFIC STANDARDS AND RECOMMENDATIONS THAT SPELL OUT WHERE, WHY, AND HOW THESE IMPROVEMENTS CAN AND SHOULD BE MADE IN THE POLICE SEGMENT OF THE CRIMINAL JUSTICE SYSTEM. REPORT ON POLICE IS A REFERENCE WORK FOR THE PRACTITIONER--PATROLMAN TO POLICE CHIEF--AS WELL AS FOR THE INTERESTED LAYMAN. BEFORE IMPLEMENTING ANY OF THE CHANGES ADVOCATED, POLICE DEPARTMENTS ARE ADVISED TO DETAIL THE LEGAL LIMITS OF POLICE AUTHORITY AND DEVELOP GUIDELINES FOR THE EXERCISE OF THAT AUTHORITY. IN ORDER TO IMPROVE COOPERATION BETWEEN THE POLICE AND THE COMMUNITY IT IS SUGGESTED THAT POLICE AGENCIES ESTABLISH A SPECIALIZED UNIT FOR MAINTAINING COMMUNICATION WITH CITIZENS. EACH POLICE DEPARTMENT SHOULD ENCOURAGE AND PARTICIPATE IN NEIGHBORHOOD SECURITY PROGRAMS AND ESTABLISH PROCEDURES TO FACILITATE PROCESSING OF COMPLAINTS. SUGGESTIONS FOR MORE EFFECTIVE UTILIZATION OF MANPOWER INCLUDE CONTINUED CONSOLIDATION, STRICTER PERSONNEL REQUIREMENTS, INCREASED EMPLOYEE BENEFITS, AND THE EMPLOYMENT OF MORE WOMEN, MINORITIES, AND CIVILIANS IN POLICE WORK.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: SUPERINTENDENT OF DOCUMENTS GPO—PHILADELPHIA, PUBLIC DOCUMENTS DISTRIBUTION, CENTER, 5801 TABOR AVENUE, PHILADELPHIA, PA 19120 Stock Order No. 2700-00174; NTIS Accession No. PB 230 029/AS; NCJRS MICROFICHE PROGRAM.

30. **NATIONAL COMMISSION ON PRODUCTIVITY. OPPORTUNITIES FOR IMPROVING PRODUCTIVITY IN POLICE SERVICES.** 85 p. 1973. **NCJ-12261**

ISSUES AND SUGGESTIONS RELATED TO MEASURING AND IMPROVING POLICE PRODUCTIVITY IN THE SPECIFIC AREAS OF PATROL, CRIME PREVENTION, AND HUMAN RESOURCES MANAGEMENT. THE ADVISORY GROUP ON PRODUCTIVITY IN LAW ENFORCEMENT WAS ESTABLISHED BY THE NATIONAL COMMISSION OF PRODUCTIVITY AND GIVEN THE TASK OF DEVELOPING THE TOOLS AND MEASURES WITH WHICH POLICE DEPARTMENTS CAN THEMSELVES IMPROVE PRODUCTIVITY. VARIOUS EMPIRICAL AND ANALYTICAL APPROACHES TO THE PROBLEM OF POLICE PRODUCTIVITY WERE EMPLOYED. THE ADVISORY GROUP'S REPORT BEGINS BY BRIEFLY DEFINING THE CONCEPT OF PRODUCTIVITY AS IT MIGHT BE APPLIED TO POLICE SERVICES. THE NEED TO VIEW POLICE PRODUCTIVITY IN TERMS OF A PROCESS INTEGRALLY RELATED TO OVERALL POLICE MANAGEMENT IS EMPHASIZED. THE PROBLEM OF MEASURING POLICE ACTIVITY IS DISCUSSED. SOME PITFALLS OF MEASURES CURRENTLY IN USE ARE IDENTIFIED, THE PRINCIPLE ELEMENTS OF MEASUREMENT ARE ANALYZED, AND THE IMPORTANCE OF USING MEASURES WITHIN THE OVERALL MANAGEMENT CONTEXT IS POINTED OUT. THE BULK OF THE DOCUMENT IS COMPOSED OF THREE CHAPTERS WHICH APPLY THE PRODUCTIVITY CONCEPT TO THREE SUBSTANTIVE TARGET AREAS—PATROL, CRIME PREVENTION, AND HUMAN RESOURCES MANAGEMENT. IN EACH CASE, DETAILS ARE PROVIDED TO ASSIST DEPARTMENTS IN MOVING RAPIDLY TO USE THE IDEAS IN THEIR OWN SITUATIONS. ALTHOUGH SPECIFIC SUGGESTIONS FOR PRODUCTIVITY MEASUREMENT AND IMPROVEMENT ARE INCLUDED, THE DISCUSSION SUMMARIZES KEY POINTS IN A MANNER BROAD ENOUGH TO INCREASE THEIR GENERAL APPLICABILITY. BARRIERS TO PRODUCTIVITY IMPROVEMENT ARE EXAMINED, INCLUDING BOTH THE IMPEDIMENTS TO CHANGE EXISTING IN MANY POLICE DEPARTMENTS AND THE FACTORS THAT DETERMINE THE SUCCESS OR FAILURE OF NEW PROGRAMS. A FINAL SECTION PRESENTS THE ADVISORY GROUP'S SUGGESTIONS FOR NATIONAL SUPPORT TO ASSIST STATE AND LOCAL POLICE AGENCIES IN DEVELOPING THEIR OWN CAPABILITIES FOR IMPROVING PRODUCTIVITY.

Availability: NCJRS MICROFICHE PROGRAM.

31. **J. T. NOLAN. MANAGING THE POLICE DEMAND.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRST-FIELD ROAD, GAITHERSBURG MD 20760. *POLICE CHIEF*, V 45, N 2 (FEBRUARY 1978), P 70-74. **NCJ-53574**

MANAGING THE DEMAND FOR POLICE SERVICES THROUGH COMMUNICATION, INVESTIGATION, PATROL, AND THE SPLIT FORCE CONCEPT IS THE FOCUS OF THIS ARTICLE. IN ORDER TO RESPOND TO THE DEMAND FOR POLICE SERVICES, IT IS NECESSARY TO ALLOCATE MANPOWER EFFECTIVELY AND TO INCREASE PRODUCTIVITY. IT IS ASSUMED THAT EFFICIENCY WILL BE BETTER SERVED BY VARYING THE LEVEL OF COMMUNICATION RESPONSE. FOUR LEVELS ARE STIPULATED: IMMEDIATE PERSONAL RESPONSE, DELAYED PERSONAL RESPONSE, TELEPHONE ADJUSTMENT, AND SERVICE AT A POLICE FACILITY. FOR THE MAJORITY OF COMPLAINTS RECEIVED, DISPATCHERS HAVE THREE RESPONSE LEVELS AVAILABLE: (1) COMPLAINT CAN BE RESOLVED BY TELEPHONE, (2) COMPLAINANT CAN BE ADVISED TO RESPOND TO THE POLICE FACILITY FOR ASSISTANCE, AND (3) PERSONAL SERVICE CAN BE RENDERED IF THE CALLER DEMANDS IT, IF ANY POTENTIAL FOR FURTHER VIOLENCE EXISTS, OR IF THE DISPATCHER FEELS THAT AN OFFICER MUST BE AT THE SCENE. POLICE DEPARTMENT MANAGEMENT MUST REALIZE THAT THE ENTIRE POLICE FORCE CONTRIBUTES TO THE SUCCESS OF CRIMINAL INVESTIGATION. INVESTIGATIVE EFFICIENCY CAN BE IMPROVED BY ENHANCING THE INVESTIGATIVE ROLE OF PATROL AND SCREENING COMPLAINTS RE-

QUIRING FURTHER FOLLOWUP. SCREENING CAN BE DONE ACCORDING TO A NUMBER OF SOLVABILITY FACTORS WHICH INCLUDE THE FOLLOWING: WITNESS TO A CRIME, SUSPECT NAMED, SUSPECT KNOWN, SUSPECT DESCRIBED, SUSPECT IDENTIFIED, SUSPECT PREVIOUSLY SEEN, VEHICLE IDENTIFIED, TRACEABLE PROPERTY, LIMITED OPPORTUNITY, SIGNIFICANT EVIDENCE, AND TIME LAPSE AFTER OCCURRENCE. CRIMINAL INVESTIGATION REPORTS ARE DELINEATED AS PREVENTIVE PATROL, DETECTIVE, AND NO FOLLOW-UP CASES. PATROL EFFORTS ARE NORMALLY CONFINED TO RESPONDING TO A COMPLAINANT OR TO A CALL FOR SERVICE AND TO TAKING AN INITIAL REPORT. THE ROLE OF PATROL UNITS CAN BE EXPANDED TO IMPROVE MORALE, EFFICIENCY, AND PRODUCTIVITY, PARTICULARLY THROUGH THE USE OF SOLVABILITY FACTORS AND CASE SCREENING. THE SPLIT FORCE PATROL CONCEPT IS A DIFFERENT APPROACH TO PATROL SPECIALIZATION BASED ON SEPARATING THE CALL FOR SERVICE FUNCTION AND THE PREVENTIVE PATROL FUNCTION.

32. **R. B. PARKS. POLICE REORGANIZATION—A REVIEW OF ITS EVALUATION (FROM HOW WELL DOES IT WORK?—REVIEW OF CRIMINAL JUSTICE EVALUATION, 1978—SEE NCJ-64112).** US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531. 20 p. 1978. **NCJ-64119**

THE EFFICACY OF POLICE ORGANIZATIONAL REFORMS IS ANALYZED IN A REVIEW OF EVALUATION RESEARCH. IT IS ARGUED THAT EVALUATION RESEARCH IS NOT APPROPRIATE FOR ASSESSING POLICE REORGANIZATION. VARIOUS STRUCTURAL REFORMS HAVE BEEN PROPOSED TO ALLEVIATE PERCEIVED DEFECTS IN THE POLICING SYSTEM. TOTAL CONSOLIDATION OF ALL POLICE AGENCIES IN A COUNTY, METROPOLITAN AREA, REGION, OR STATE HAS OFTEN BEEN RECOMMENDED AS THE MOST DESIRABLE SOLUTION. SECOND-CHOICE SOLUTIONS INCLUDE PARTIAL CONSOLIDATION THROUGH SMALL-SCALE MERGERS, INTERLOCAL SERVICE AGREEMENTS OR SERVICE CONTRACTING, CONSOLIDATED PRODUCTION OF PARTICULAR SUBSERVICES IN POLICING (E.G., DISPATCH, TRAINING, AND CRIMINAL LABORATORY FACILITIES), AND ENHANCED COORDINATION AND COOPERATION THROUGH THE USE OF FORMAL MUTUAL AID PACTS AND OTHER AGREEMENTS. THESE REFORM RECOMMENDATIONS HAVE BEEN BASED ON PRINCIPLES OF GOOD MANAGMENT AND ORGANIZATION RATHER THAN ON FACTUAL EVALUATION OF COSTS AND BENEFITS. GIVEN DIFFICULTIES ASSOCIATED WITH PROGRAM EVALUATION, PARTICULARLY PROGRAMS THAT ALTER POLITICAL POWER RELATIONS, COMPARATIVE RESEARCH ON EXISTING ORGANIZATIONAL FORMS MAY BE MORE PRODUCTIVE THAN EVALUATION RESEARCH. WITHOUT A DEVELOPED THEORY CONCERNING LINKAGES BETWEEN VARIABLES CHARACTERIZING POLICE ORGANIZATION AND POLICE PERFORMANCE, EVALUATION EFFORTS CANNOT BE SUCCESSFUL. NOTES ARE INCLUDED.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

33. **R. R. ROBERG. POLICE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR—A CONTINGENCY APPROACH.** WEST PUBLISHING COMPANY, 50 WEST KELLOGG BOULEVARD, ST PAUL MN 55102. 363 p. 1979. **NCJ-58751**

AN INTERDISCIPLINARY APPROACH TO CRIMINAL JUSTICE AND POLICE MANAGEMENT, THIS TEXT INCORPORATES RESEARCH FROM THE BEHAVIORAL AND SOCIAL SCIENCES WITH MANAGERIAL THEORY AND PRACTICAL POLICE ADMINISTRATION KNOWLEDGE. A CONTINGENCY CONCEPTUAL FRAMEWORK IS EMPLOYED THROUGHOUT THE TEXT TO ORIENT THE READER TO SYSTEMS MANAGEMENT APPROACHES. AN OVERVIEW OF THE DEVELOPMENT OF MANAGEMENT THEORY AND A DISCUSSION OF THE APPLICABILITY OF CONTINGENCY MANAGEMENT TO POLICE ORGANIZATIONAL BEHAVIOR OPEN THE VOLUME, WHICH THEN MOVES ON TO SUMMARIZE RESEARCH METHODS IN MANAGEMENT. THE KANSAS CITY, MO., PREVENTIVE PATROL EXPERIMENT IS PRESENTED AS A CLASSIC EXAMPLE OF A SOCIAL SCIENCE, POLICE-RELATED FIELD EXPERIMENT ON A LARGE SCALE. THE ORGANIZATION, ITS STRUCTURE, AND FUNDAMENTAL CHARACTERISTICS ARE COVERED, AS ARE THE INDIVIDUALS WITHIN THE ORGANIZATION AND HUMAN BEHAVIOR AND MOTIVATION. GROUP INFLUENCES, GROUP COMMUNICATIONS NETWORKS (E.G., THE WHEEL, THE 'Y', THE CIRCLE TYPE), AND GROUP CONTROL OVER STIMULI TO WHICH MEMBERS ARE EXPOSED AND WHICH AFFECT BELIEFS, ATTITUDES AND VALUES, AND JOB-RELATED SKILLS AND KNOWLEDGE ARE EXAMINED AS WELL AS THE INFLUENCES OF GROUP LEADERS ON THEIR GROUP MEMBERS. MAJOR LEADERSHIP THEORIES, SUCH AS PARTICIPATORY MANAGEMENT AND THE CONTINGENCY THEORY ARE DISCUSSED AND A CASE STUDY IS PRESENTED TO ILLUSTRATE THE PARTICIPATIVE MANAGEMENT STYLE. MAJOR INFLUENCES ON ORGANIZATIONAL DESIGN ARE EXPLAINED AND A SUMMARY TABLE IS PRESENTED WHICH COMBINES THE MAJOR CONTINGENCY THEMES IN TWO CLASSIFICATIONS: CLOSED/STABLE/MECHANISTIC AND OPEN/ADAPTIVE/ORGANIC. LATER SECTIONS CONSIDER JOB DESIGN AND PERFORMANCE EVALUATION AND THE CONTINGENCY APPROACH TO BOTH, THE DEVELOPMENT AND TRAINING OF HUMAN RESOURCES, AND PLANNING FOR ORGANIZATIONAL CHANGE AND DEVELOPMENT. THE FINAL SECTION, BOTH PRESCRIPTIVE AND PREDICTIVE, CALLS FOR THE DECLINE OF HIGHLY BUREAUCRATIC STRUCTURES AND MANAGEMENT STYLES IN POLICE ADMINISTRATION, BECAUSE THEY ARE NOT SUITED TO THE TURBULENT ENVIRONMENTS WITHIN POLICE AGENCIES AND TO THE INFLUX OF YOUNG, HIGHLY EDUCATED STAFFS. DISCUSSION QUESTIONS, STUDY OBJECTIVES, AND ANNOTATED BIBLIOGRAPHIES ACCOMPANY EACH CHAPTER, AND NAME AND SUBJECT INDEXES ARE PROVIDED.

Supplemental Notes: CRIMINAL JUSTICE SERIES.
Availability: WEST PUBLISHING COMPANY, 50 WEST KELLOGG BOULEVARD, ST PAUL MN 55102.

34. **D. O. SCHULTZ, Ed. MODERN POLICE ADMINISTRATION.** GULF PUBLISHING COMPANY, BOX 2608, HOUSTON TX 77001. 181 p. 1979. **NCJ-54492**

TWELVE EXPERTS DISCUSS ISSUES IN POLICE ADMINISTRATION (POLICE UNIONS, DISCIPLINE, WOMEN OFFICERS, PROFESSIONALIZATION) TO ASSIST ADMINISTRATORS AND LAW ENFORCEMENT EDUCATORS. THE TEXT OPENS WITH A HISTORICAL DISCUSSION OF THE DEVELOPMENT OF AMERICAN POLICE ADMINISTRATION AND THEN PRESENTS AN OVERVIEW OF POLICE AGENCY ORGANIZATION AND ADMINISTRATION. INCLUDED UNDER THESE TOPICS ARE DESCRIPTIONS OF JOB POSITIONS WITHIN DEPARTMENTS, PLANNING, DIRECTION, CONTROL, AND POLICYMAKING. A PROGRESSIVE POLICE PERSONNEL SYSTEM IS OUTLINED FOR RECOGNIZING MERITORIOUS PERFORMANCE, PROVIDING STRUCTURED AND MEANINGFUL PROCESSES, AND ESTABLISHING A SUPPORTIVE ENVIRONMENT. THE FOLLOWING OFFICER CLASSIFICATION AND PAY APPROACHES ARE EVALUATED--THE DUAL LADDER CLASSIFICATION SYSTEM, TEAM POLICING, THE TRIPARTITE SYSTEM (INVOLVING VARIOUS CAREER TRACKS FOR PROFESSIONAL POLICE OFFICIALS, MANAGEMENT PERSONNEL, PROFESSIONAL CIVILIANS, POLICE OFFICERS, AND PARAPROFESSIONALS), AND PATROL INCENTIVE SYSTEMS. VARIOUS LEADERSHIP STYLES BEING USED IN POLICE SERVICE AND BUSINESS ARE DISCUSSED AS WELL AS THE ROLE OF POLITICS IN POLICE ADMINISTRATION. CHAPTERS ALSO EXAMINE THE USE OF DISCIPLINE, THE EXTENT AND ACCEPTANCE OF WOMEN POLICING, POLICE BRUTALITY AND LIABILITY

CHARGES, AND POLICE COLLECTIVE BARGAINING. THE FINAL CHAPTER TAKES A COMPARATIVE LOOK AT POLICE ADMINISTRATION IN JAPAN, ENGLAND, NEW ZEALAND, AND CANADA. REFERENCES AND AN INDEX ARE PROVIDED.

Availability: GULF PUBLISHING COMPANY, BOX 2608, HOUSTON TX 77001.

35. **R. SHEEHAN and G. W. CORDNER. INTRODUCTION TO POLICE ADMINISTRATION—A SYSTEMS/BEHAVIORAL APPROACH WITH CASE STUDIES INSTRUCTOR'S GUIDE WITH TESTS.** ADDISON-WESLEY PUBLISHING COMPANY, INC, JACOB WAY, READING MA 01867. 111 p. 1979. **NCJ-59510**

THIS TEXT IS DESIGNED FOR USE BY INSTRUCTORS IN THE PREPARATION OF POLICE ADMINISTRATORS; CLASSROOM EXERCISES, DISCUSSION TOPICS, TEST QUESTIONS, AND CASE STUDIES ARE INCLUDED. THE TEST IS BASED ON A SYSTEMS-BEHAVIORAL CASE STUDY APPROACH TO POLICE ADMINISTRATION. IT IS WRITTEN SOLELY AS AN UNDERGRADUATE TEXT AND, THEREFORE, IS NOT AS COMPREHENSIVE IN SCOPE AS AN ADVANCED OR GRADUATE-LEVEL POLICE ADMINISTRATION TEXT. FOURTEEN LESSONS PERTAIN TO: POLICE ADMINISTRATION FROM HISTORICAL AND SOCIAL PERSPECTIVES; SYSTEMS APPROACH TO POLICE ADMINISTRATION; BASIC POLICE SUBSYSTEM TASKS (OPERATIONS, ADMINISTRATION, AND AUXILIARY SERVICES); BASIC PRINCIPLES OF POLICE ORGANIZATION; BASIC FUNCTIONS OF POLICE MANAGEMENT (PLANNING, ORGANIZING, STAFFING, DIRECTING, CONTROLLING, AND SYSTEM BUILDING); POLICE CHIEFS; INDIVIDUALS IN POLICE ORGANIZATIONS; GROUPS IN POLICE ORGANIZATIONS; LEADERSHIP IN POLICE ORGANIZATIONS; COMMUNICATION AND INFORMATION FLOW; POLICIES, PROCEDURES, AND RULES AND REGULATIONS; CONTEMPORARY APPROACHES TO ORGANIZATIONAL DEVELOPMENT; POLICE ORGANIZATIONAL IMPROVEMENT; AND BASIC ISSUES IN POLICE ADMINISTRATION (OBJECTIVES OF POLICING, MEANS AND ENDS CONTROVERSIES, PUBLIC CONTROL OVER POLICING, DUE PROCESS OF LAW, PRODUCTIVITY AND EFFECTIVENESS, AND THE MANAGEMENT OF DISCRETION). THE USE OF SIX CASE STUDIES INCORPORATED IN THE TEXT IS EXPLAINED.

Availability: ADDISON-WESLEY PUBLISHING COMPANY, INC, JACOB WAY, READING MA 01867.

36. **R. SHOWALTER and D. BENNETT. USE OF MANPOWER IN A CITY POLICE FORCE—A MODEL BASED ON A STUDY OF THE FREMONT, CALIFORNIA POLICE DEPARTMENT.** SOCIAL DEVELOPMENT CORPORATION. 145 p. 1973. **NCJ-09478**

REORGANIZATION OF FREMONT POLICE DEPARTMENT BY ANALYZING AND REDESIGNING OF POLICE FUNCTIONS INTO ACHIEVABLE TASKS. MANAGEMENT BY OBJECTIVE IS A RELATIVELY NEW METHODOLOGY FOR POLICE DEPARTMENTS. IT IS A MEANS OF ANALYZING THE COMPLEX POLICE FUNCTION INTO COMPONENT TASKS. THESE TASKS CAN BE ISOLATED AND FURTHER BROKEN DOWN INTO SIMPLE AND ACHIEVABLE OBJECTIVES AND EVALUATION CRITERIA CAN BE DEVELOPED FOR EACH OBJECTIVE. THIS TECHNIQUE WAS USED IN FREMONT, CALIFORNIA TO EVALUATE AND RE-ORGANIZE THE POLICE DEPARTMENT. IT WAS FOUND THAT MANAGEMENT BY OBJECTIVE PROMOTED A REALISTIC AND EFFICIENT DELEGATION OF DUTIES BETWEEN THE SWORN AND UNSWORN POSITIONS. EVALUATION CRITERIA FOR EACH POSITION AND SUB-DIVISION WITHIN THE DEPARTMENT AND THE DEPARTMENT AS A WHOLE WERE DEVELOPED. A CAREER LADDER FOR BOTH SWORN AND UNSWORN PERSONNEL WAS ORGANIZED ALLOWING FOR TRANSFERS OF QUALIFIED CIVILIAN PERSONNEL TO SWORN POSITIONS. THE REPORT OUTLINES AN ALTERNATE ORGANIZATIONAL STRUCTURE FOR THE DEPARTMENT BY MEANS OF EASILY UNDERSTOOD CHARTS AND DETAILED JOB DESCRIPTIONS. AN EXTENSIVE CHART LISTS THE SKILLS AND KNOWLEDGE NECESSARY FOR EACH POSITION AS WELL AS THE FREQUENCY, SOURCES, AND CONTENT OF TRAINING FOR THE POSITION. INCLUDED IN THE REPORT IS A PERFORMANCE CRITERION INDEX WITH EVALUATION FORMS SO THAT SUPERVISORS MAY RATE SUBORDINATES ACCORDING TO SPECIFIED PERFORMANCE STANDARDS. THE DOCUMENT CONCLUDES WITH TRAINING OUTLINES FOR EACH EXISTING AND PROPOSED POSITION.

Sponsoring Agency: CALIFORNIA COUNCIL ON CRIMINAL JUSTICE, 7171 BOWLING DRIVE, SACRAMENTO CA 95823.

Availability: NTIS. Accession No. PB 220 491.

37. **G. H. SKINNER and J. F. SULLIVAN. PRINCIPLES OF SUPERVISION IN LAW ENFORCEMENT AGENCIES.** CHARLES C THOMAS, 301-327 EAST LAWRENCE AVENUE, SPRINGFIELD IL 62717. 119 p. 1978. **NCJ-48495**

THIS TEXT IS DESIGNED FOR USE IN MANAGEMENT DEVELOPMENT PROGRAMS WITHIN POLICE AGENCIES AS WELL AS IN THE DAILY MANAGERIAL WORK OF POLICE SUPERVISORS AND MANAGERS. AN INTRODUCTORY CHAPTER DISCUSSES THE ROLE THAT THE POLICE SUPERVISOR OR MANAGER MUST PLAY. IT FOCUSES ON THE TYPES OF SKILLS THAT ARE NECESSARY IN COMMAND OFFICER JOBS, THE FUNCTIONS THAT SUPERVISORS AND MANAGERS MUST PERFORM, AND SOME OF THE CRITICAL DIFFERENCES BETWEEN EFFECTIVE AND INEFFECTIVE COMMAND OFFICERS. BASIC COMPONENTS OF PERSON-TO-PERSON COMMUNICATION AND COMMON BARRIERS TO THAT COMMUNICATION, TECHNIQUES OF CRITICISM AND PRAISE, AND THE EVALUATION OF EMPLOYEES' PERFORMANCE ARE ALSO EXAMINED. OTHER SECTIONS DEAL WITH ALTERNATIVE MANAGEMENT STYLES, FROM AUTOCRATIC TO HUMANITARIAN, AND THE IMPACT OF EACH OF THESE STYLES ON THE PERFORMANCE AND JOB SATISFACTION OF WORK GROUP MEMBERS; THE DYNAMICS AND IMPORTANCE OF INTERPERSONAL COMMUNICATION IN COMMAND POSITIONS; PRINCIPLES RELATED TO THE ESTABLISHMENT AND ENFORCEMENT OF EMPLOYEE WORK RULES (SETTING POLICY, DETERMINING PROPER PENALTIES FOR NONCOMPLIANCE, AND CONDUCTING INVESTIGATIONS AND DISCIPLINARY HEARINGS); AND METHODS FOR PREVENTING AND RESOLVING EMPLOYEE COMPLAINTS AND GRIEVANCES. THROUGHOUT THE TEXT, RELEVANT EXAMPLES FROM POLICE WORK ARE PROVIDED TO ILLUSTRATE AND CLARIFY THE PARTICULAR MANAGEMENT PRINCIPLE UNDER CONSIDERATION. DIAGRAMS, CHARTS, AND TABLES ARE PROVIDED WHERE APPROPRIATE. EACH CHAPTER IS FOLLOWED BY A LIST OF SELECTED READINGS AND A NUMBER OF DISCUSSION QUESTIONS REGARDING GENERAL PRINCIPLES AS WELL AS THE OPERATION OF A SPECIFIC ORGANIZATION. AN INDEX IS PROVIDED. (AUTHOR ABSTRACT MODIFIED)

Availability: CHARLES C THOMAS, 301-327 EAST LAWRENCE AVENUE, SPRINGFIELD IL 62717.

38. **C. D. SPIELBERGER, Ed. POLICE SELECTION AND EVALUATION—ISSUES AND TECHNIQUES.** HEMISPHERE PUBLISHING CORP, 1025 VERMONT AVENUE, NW, WASHINGTON DC. 336 p. 1979. **NCJ-59208**

THE STATE OF KNOWLEDGE REGARDING POLICE SELECTION IS REVIEWED AND EVALUATED; METHODOLOGICAL AND PRACTICAL PROBLEMS ENCOUNTERED IN THE DEVELOPMENT AND USE OF SELECTION PROCEDURES ARE IDENTIFIED. TWENTY-TWO CONTRIBUTERS, EXPERTS IN THEIR RESPECTIVE FIELDS, PROVIDED THE MATERIALS FOR THIS STUDY OF THE SELECTION AND EVALUATION OF LAW ENFORCEMENT PERSONNEL. IN COMPREHENSIVE CHAPTERS, THE AUTHORS REVIEW AND EVALUATE CURRENT POLICE SELECTION PROCEDURES AND EXPLAIN RESEARCH FINDINGS FOR THE PURPOSE OF IMPROVING COMMUNICATION AND PERSONNEL SELECTION IN LAW ENFORCEMENT. REPRESENTATIVE SUBJECT MATTER INCLUDES JOB ANALYSIS

IN POLICE SELECTION RESEARCH, THE DEVELOPMENT AND USE OF SUPERVISORY AND PEER SCALES FOR POLICE PERFORMANCE APPRAISAL, OBJECTIVE AND SUBJECTIVE MEASURES OF POLICE OFFICER PERFORMANCE, DEVELOPMENT OF A WRITTEN TEST FOR POLICE APPLICANT SELECTION, CHANGING POLICE VALUES, AND IMPLICATIONS OF EQUAL EMPLOYMENT OPPORTUNITY PROCEDURES. PARTICULAR EMPHASIS IS PLACED ON THE METHODOLOGY AND PRACTICAL PROBLEMS ENCOUNTERED IN THE DEVELOPMENT OF VALID PROCEDURES FOR THE SELECTION OF MINORITY GROUP MEMBERS AND WOMEN FOR LAW ENFORCEMENT POSTIONS. IN ADDITION, SEPARATE CHAPTERS CONSIDER THE RELEVANT TOPICS OF ON-THE-JOB ANALYSIS, PERFORMANCE APPRAISAL, AND THE USE OF BIODATA AND NEW PSYCHOLOGICAL ASSESSMENT TECHNIQUES. THE BOOK IS DESIGNED FOR USE BY LAW ENFORCEMENT OFFICIALS, BEHAVIORAL SCIENTISTS, CRIMINAL JUSTICE RESEARCHERS, STUDENTS, ADMINISTRATORS, AND POLICE PERSONNEL OFFICERS. REFERENCES ARE INCLUDED WITH EACH CHAPTER; STATISTICAL TABULAR DATA AND DIAGRAMS ARE PROVIDED.

Availability: PRAEGER PUBLISHERS C/O HOLT, RINEHART, WINSTON, 383 MADISON AVENUE, NEW YORK NY 10017.

39. **J. M. TIEN, R. C. LARSON, J. B. GREEN, J. C. WILLIAMSON, V. K. DUNLAP, and J. W. SIMON. WORCESTER (MA)—CRIME IMPACT PROGRAM—AN EVALUATION REPORT.** PUBLIC SYSTEMS EVALUATION, INC, 929 MASSACHUSETTS AVENUE, CAMBRIDGE MA 02139. 350 p. 1975. **NCJ-35262**

EVALUATION OF THE SECOND YEAR OF A PROJECT TO ACHIEVE SHORT TERM REDUCTIONS IN THE INCIDENCE OF ROBBERY AND BURGLARY IN WORCESTER (MA) ON A CITYWIDE BASIS WITH EMPHASIS ON A SPECIFIED TARGET AREA. THE PROGRAM CONSISTED OF SEVEN COMPONENTS AIMED AT ACHIEVING GOALS OF CIVILIANIZATION, DECENTRALIZATION, AND SPECIALIZATION WITHIN THE DEPARTMENT THROUGH CONCENTRATED PATROL, INCREASED INVESTIGATIVE MANPOWER, IMPROVED ADMINISTRATIVE SUPPORT, USE OF CIVILIANS TO ANSWER SERVICE CALLS, AND ESTABLISHMENT OF A CRIME PREVENTION UNIT. ALL AVAILABLE DATA ELEMENTS TRADITIONALLY COLLECTED BY THE WORCESTER POLICE DEPARTMENT RELEVANT TO THE PROJECT AND ESPECIALLY THOSE DEMONSTRATING THE IMPACT OF THE USE OF POLICE SERVICE AIDES WERE ANALYZED AS WERE THE RESULTS OF A QUESTIONNAIRE ADMINISTERED TO AND INTERVIEWS CONDUCTED AMONG PARTICIPANTS AND TELEPHONE INTERVIEWS WITH SERVICE CALL CLIENTS. FINDINGS INCLUDE THAT THE WORCESTER CRIME IMPACT PROGRAM HAS SUCCESSFULLY MET ITS MAIN OUTPUT GOAL OF REDUCED TARGET CRIMES PRIMARILY BECAUSE OF THE SIGNIFICANT INCREASE IN MANPOWER AND BECAUSE OF THE FLEXIBILITY AND ORGANIZATION PROVIDED BY THE IMPACT PROGRAM.

Sponsoring Agency: MASSACHUSETTS COMMITTEE ON CRIMINAL JUSTICE, 110 TREMONT STREET, BOSTON MA 02108.

Availability: NCJRS MICROFICHE PROGRAM.

40. **US DEPARTMENT OF COMMERCE BUREAU OF THE CENSUS, WASHINGTON DC 20233; NATIONAL CRIMINAL JUSTICE INFORMATION & STATISTICS SERVICE. TRENDS IN EXPENDITURE AND EMPLOYMENT DATA FOR THE CRIMINAL JUSTICE SYSTEM, 1971-1977.** 186 p. 1980. **NCJ-57463**

THIS REPORT WAS DESIGNED AS A READY REFERENCE FOR SUMMARY DATA ON PUBLIC EXPENDITURE AND EMPLOYMENT FOR CRIMINAL JUSTICE ACTIVITIES IN THE U.S. OVER THE 7-YEAR PERIOD 1971-1977. IT COVERS SIX ACTIVITIES OF THE CRIMINAL JUSTICE SYSTEM: POLICE PROTECTION, JUDICIAL ACTIVITIES, LEGAL SERVICES AND PROSECUTION, PUBLIC DEFENSE, CORRECTIONS, AND A RESIDUAL CATEGORY ENTITLED 'OTHER CRIMINAL JUSTICE.' FEDERAL, STATE, AND LOCAL GOVERNMENT TRENDS ARE DISCUSSED IN THE INTRODUCTION WITH ACCOMPANYING TABLES AND CHARTS, FOLLOWED BY A BRIEF DESCRIPTION OF SURVEY METHODOLOGY, DATA SOURCES, AND LIMITATIONS. FOLLOWING THE INTRODUCTORY TEXT ARE THE MAIN TABLES, WHICH INCLUDE A 7-YEAR SUMMARY OF 'VARIABLE PASSTHROUGH' DATA WITH AN ACCOMPANYING EXPLANATION OF THIS UNIQUE CONCEPT, AND 28 TABLES PRESENTING FEDERAL, STATE, AND LOCAL GOVERNMENT CRIMINAL JUSTICE EXPENDITURE AND EMPLOYMENT DATA WITH CORRESPONDING PERCENTAGE CHANGES FOR THE 7-YEAR PERIOD. SURVEY DATA REVEALED THAT, PROPORTIONATELY, AT ALL LEVELS OF GOVERNMENT, THE FASTEST GROWING CRIMINAL JUSTICE SECTORS FROM FISCAL YEAR 1971 TO FISCAL YEAR 1977 WERE 'OTHER CRIMINAL JUSTICE' AND PUBLIC DEFENSE. HOWEVER, THE DOLLAR AMOUNTS EXPENDED BY BOTH OF THESE SECTORS IN FISCAL YEAR 1977 WERE SMALL IN COMPARISON TO OTHER SECTORS AND CONSTITUTED LESS THAN 5 PERCENT OF TOTAL CRIMINAL JUSTICE EXPENDITURE. THE DOMINANT SECTORS, THOSE AREAS IN WHICH GOVERNMENT EXPENDED THE GREATEST NUMBER OF DOLLARS AND REQUIRED THE GREATEST NUMBER OF EMPLOYEES, WERE POLICE PROTECTION FIRST AND CORRECTIONS SECOND. A TABLE-FINDING GUIDE CROSS-REFERENCES ALL SUBJECTS CONTAINED IN THIS REPORT PERTAINING TO CRIMINAL JUSTICE ACTIVITIES BY ALL GOVERNMENTS COMBINED AND BY EACH LEVEL OF GOVERNMENT--FEDERAL, STATE, AND LOCAL. LOCAL GOVERNMENTS ARE FURTHER BROKEN DOWN INTO COUNTIES AND MUNICIPALITIES. THE APPENDIXES PRESENT A GLOSSARY OF TERMS, CONCEPTS, AND CATEGORIES USED IN THIS REPORT AND AN EXHIBIT OF MAIL QUESTIONNAIRES USED.

Sponsoring Agency: NATIONAL CRIMINAL JUSTICE INFORMATION & STATISTICS SERVICE.

Availability: GPO Stock Order No. 027-000-00880-1; NCJRS MICROFICHE PROGRAM.

41. **US PRESIDENT'S COMMISSION ON LAW ENFORCEMENT AND ADMINISTRATION OF JUSTICE. PRESIDENT'S COMMISSION ON LAW ENFORCEMENT AND ADMINISTRATION OF JUSTICE—TASK FORCE REPORT—POLICE.** 239 p. **NCJ-00177**

POLICY, ORGANIZATION, MANAGEMENT AND OPERATIONS ARE SURVEYED AS WELL AS POLICE STANDARDS, PERSONNEL, INTEGRITY AND RELATIONSHIP TO THE COMMUNITY. A COMPLETE STUDY OF POLICE IN THE UNITED STATES. A SUMMARY OF FINDINGS AND RECOMMENDATIONS MAY BE FOUND IN CHAPTER FOUR OF 'CHALLENGE OF CRIME IN A FREE SOCIETY' NCJ-00042.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: GPO Stock Order No. PR36.8-L41/P75; NCJRS MICROFICHE PROGRAM.

42. **S. VANAGUNAS and J. F. ELLIOTT. ADMINISTRATION OF POLICE ORGANIZATIONS.** ALLYN AND BACON, INC, 470 ATLANTIC AVENUE, BOSTON MA 02210. 395 p. 1979. **NCJ-60577**

THIS INTRODUCTORY BOOK EXAMINES MAJOR ISSUES IN THE ADMINISTRATION OF CONTEMPORARY POLICE AGENCIES. MODERN ADMINISTRATIVE THEORY IS APPLIED CONCRETELY TO THE POLICE ORGANIZATION SETTING. THREE PRINCIPAL THEMES ARE ADDRESSED: (1) ADMINISTRATORS MUST PRACTICE SOPHISTICATED MANAGERIAL POLICIES AND SKILLS, TO ACTIVELY PROMOTE PROFESSIONALISM AMONG POLICE OFFICERS, (2) THE QUALITY OF ANY POLICE AGENCY IS FUNDAMENTALLY DEPENDENT ON THE QUALITY OF ITS PATROL DIVISION, AND (3) POLICE ADMINISTRATION IS MORE OF A 'SCIENCE' THAN AN 'ART.' THE ADMINISTRATIVE METHOD INVOLVES A PROCEDURE FOR BASING RATIONAL DECISIONS ON COLLECTED AND INTERPRETED INFOR-

MATION RATHER THAN ON INTUITIONS. THE BOOK DEALS WITH SPECIFIC KINDS OF ADMINISTRATIVE DECISIONS AFFECTING THE FUNDAMENTAL POLICY OF POLICE ORGANIZATIONS SUCH AS AGENCY GOAL PRIORITIES, STAFF DEVELOPMENT, AND LONG-RANGE RESOURCE ALLOCATION. THE MODEL POLICE AGENCY EXAMINED IN THE BOOK IS HEADED BY A CHIEF EXECUTIVE WHOSE OFFICE INCLUDES STAFF FUNCTIONS SUCH AS INTERNAL INVESTIGATION, PERSONNEL SELECTION AND TRAINING, FISCAL CONTROL, RESEARCH AND PLANNING, PUBLIC INFORMATION, AND COMMUNITY RELATIONS. THE OPERATIONAL HEART OF THE MODEL IS REPRESENTED BY THE PATROL DIVISION TO WHICH OTHER DEPARTMENTAL DIVISIONS RELATE IN A SUPPORTIVE CAPACITY. THE MODEL IS ASSUMED TO HAVE THREE SPECIALIZED OPERATIONAL FUNCTIONS: CRIMINAL INVESTIGATION, TRAFFIC REGULATION, AND JUVENILE APPREHENSION ALONG WITH DELINQUENCY PREVENTION. THE THEORETICAL FOUNDATIONS OF POLICE ADMINISTRATION ARE DESCRIBED, FOLLOWED BY A DISCUSSION OF TWO CONCEPTS ESSENTIAL TO POLICE ADMINISTRATION--POLICY AND PRODUCTIVITY. MANAGEMENT DECISIONS IN POLICE ADMINISTRATION SHOULD YIELD THE BEST POLICE SERVICE, QUALITATIVELY AND QUANTITATIVELY, AT THE LOWEST COST TO THE COMMUNITY. IN CONSIDERING SPECIFIC ISSUES OF POLICE ADMINISTRATION, THE BOOK CATEGORIZES THE COMPLEX RESPONSIBILITIES AND ACTIVITIES OF THE PATROL FUNCTION AND PROVIDES A BASIS FOR DEFINING THEIR PRIORITIES. THE PRINCIPLES TO BE FOLLOWED IN ASSIGNING PATROL UNITS FOR OPTIMUM COVERAGE ARE ESTABLISHED, AND GUIDELINES ARE DESCRIBED FOR SELECTING STAFF AND MONITORING PRODUCTIVITY. SPECIALIZED FUNCTIONS, CONTROL AND ACCOUNTABILITY, AND POLICE ADMINISTRATION IN TRANSITION ARE ALSO DISCUSSED. EACH CHAPTER IS INDIVIDUALLY REFERENCED, AND SEVERAL CHARTS ARE INCLUDED. A SELECTED BIBLIOGRAPHY AND AN INDEX ARE PROVIDED.
Availability: ALLYN AND BACON, INC, 470 ATLANTIC AVENUE, BOSTON MA 02210.

43. **P. B. WESTON and P. K. FRALEY. POLICE PERSONNEL MANAGEMENT.** ST MARTIN'S PRESS, 175 FIFTH AVENUE, NEW YORK NY 10010. 280 p. 1980. **NCJ-62384**
A REFERENCE WORK FOR USE BY PERSONNEL MANAGERS IN POLICE AGENCIES IS PRESENTED; TOPICS DISCUSSED INCLUDE PERSONNEL PLANNING, RECRUITING, THE SELECTION PROCESS, BASIC TRAINING, PERFORMANCE APPRAISAL, AND LABOR RELATIONS. POLICE PERSONNEL MANAGEMENT MUST FIND, HIRE, AND KEEP POLICE EMPLOYEES WHO CAN AND WILL WORK AT ABOVE-AVERAGE LEVELS AND ACHIEVE MEANING AND SATISFACTION IN SO DOING. THE HISTORICAL DEVELOPMENT OF POLICE AGENCIES, PERSONNEL PLANNING, AND EQUAL EMPLOYMENT OPPORTUNITY ARE HIGHLIGHTED. THE JOB OF PATROL OFFICER CONSTITUTES THE CORE OF ALL POLICE WORK. THE CHANGES IN HIRING POLICY INCLUDE THE ACCEPTANCE ON AN EQUAL BASIS OF WOMEN APPLICANTS AND INCREASED USE OF CIVILIANS IN VARIOUS SPECIALIST CAPACITIES. LEGISLATION AND CASE LAW FORBID DISCRIMINATION IN EMPLOYMENT; HOWEVER, RATIO HIRING AND PROMOTION MAY TEMPORARILY PRODUCE UNEQUAL EMPLOYMENT OPPORTUNITIES. THE RECRUITING AND THE SELECTION PROCESS ALSO ARE DESCRIBED. SEVERAL MODERN DEVELOPMENTS ENLARGED RECRUITMENT FROM ANY TARGET POPULATION, INCLUDING AN END TO LOCAL RESIDENCE REQUIREMENTS, MODIFICATION OF AGE, EYESIGHT, AND HEIGHT REQUIREMENTS, AND IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY LEGISLATION. APPLICANTS' ACHIEVEMENT ON PHYSICAL PERFORMANCE AND WRITTEN TESTS, ORAL INTERVIEWS, PSYCHOLOGICAL SCREENING, MEDICAL EXAMINATION, AND BACKGROUND INVESTIGATION ARE USED IN THE SELECTION PROCESS. ALSO DISCUSSED ARE CAREER DEVELOPMENT ASPECTS SUCH AS BASIC TRAINING, PERSONNEL INFORMATION SYSTEMS, EMPLOYEE DEVELOPMENT PROGRAMS, AND EMPLOYEE EDUCATION. INTERNAL JUSTICE ADMINISTRATION INCLUDES PERFORMANCE APPRAISAL, DISCIPLINE, AND GRIEVANCES. THE TOPIC OF EMPLOYEE SUPPORT AND RETENTION COVERS JOBS STRUCTURE AND SALARY PLANNING, LABOR RELATIONS, COLLECTIVE BARGAINING, POLICE UNION CONTRACTS, AND TERMINATIONS. FINALLY FUTURE TRENDS IN RESEARCH AND DEVELOPMENT, SUCH AS THE INVESTIGATION OF ADEQUATELY MEASURING POLICE OFFICER EFFECTIVENESS, ARE DISCUSSED. PHOTOGRAPHS, DIAGRAMS, CHARTS, AN INDEX, AND A SELECTED BIBLIOGRAPHY ARE PROVIDED IN THE BOOK.
Availability: PRENTICE-HALL, ENGLEWOOD CLIFFS NJ 07632.

44. **P. M. WHISENAND and R. F. FERGUSON. MANAGING OF POLICE ORGANIZATIONS.** 448 p. 1973. **NCJ-10760**
MANAGERIAL RESPONSIBILITIES COVERED INCLUDE PLANNING, COMMUNICATIONS, ORGANIZATION, CONTROL, DECISION-MAKING, COORDINATION OF ACTIVITIES AND LEADERSHIP. IN THIS WORK, WHISENAND AND FERGUSON CONTEND THAT 'THE POLICE MANAGER IS UNDOUBTEDLY CAPABLE OF IMPROVING HIS ORGANIZATION SO THAT IT CAN ACCOMPLISH ITS PARTICULAR GOALS AND AT THE SAME TIME MEET THE NEEDS OF ITS MEMBERS'. THE ROLE AND VALUES OF THE POLICE MANAGER ARE TREATED IN A GENERAL SENSE BEFORE THE SPECIFIC JOB REQUIREMENTS THAT SERVE TO FORM THE MANAGER'S ROLE ARE ANALYZED. IN ADDITION TO TEXTUAL MATERIAL, EACH CHAPTER CONTAINS ONE OR MORE LEARNING EXERCISES WHICH CONSIST OF CASE STUDIES, STRUCTURED EXPERIENCES, AND MISCELLANEOUS MATERIAL. EACH LEARNING EXERCISE IS INTRODUCED BY A BRIEF DISCUSSION DESIGNED TO HIGHLIGHT THE GOALS OF THE EXERCISE, WITH PARTICULAR ATTENTION TO RESEARCH FINDINGS, INNOVATIVE PRACTICES, AND THEORIES THAT FORM MANAGERIAL STRATEGIES OF SIGNIFICANCE TO POLICE ADMINISTRATORS. SUGGESTIONS FOR PUTTING THE EXERCISES TO BEST USE ARE PROVIDED. THE BOOK CONCLUDES WITH DISCUSSIONS OF EXISTING AND FUTURE CHALLENGES THAT POLICE ADMINISTRATORS SHOULD MEET IN ATTEMPTING TO FULFILL THEIR DUTIES. THE AUTHORS DESIGNED THIS BOOK FOR USE BY BOTH POLICE MANAGERS AND STUDENTS OF LAW ENFORCEMENT.
Availability: PRENTICE-HALL, ENGLEWOOD CLIFFS NJ 07632.

45. **O. W. WILSON. POLICE PLANNING, 2D ED.** 512 p. 1977. **NCJ-46883**
THIS BOOK ANALYZES THE PLANNING PROCESS IN A POLICE DEPARTMENT, DISCUSSES THE TASKS RELATED TO PLANNING, AND EXPLAINS THE NEED FOR A CHAIN OF RESPONSIBILITY. SAMPLE PROCEDURES MANUALS ARE APPENDED. AFTER PRESENTING AN OVERVIEW OF THE VALUE OF PLANNING AND THE TYPES OF PLANNING NEEDED AT DIFFERENT LEVELS OF THE POLICE DEPARTMENT, THIS BOOK DISCUSSES INTERNAL ORGANIZATION, BUDGETING, AND EVALUATION. SECTIONS ARE DEVOTED TO BASIC DATA—GATHERING TECHNIQUES, DISCUSSION OF THE HUMAN FACTORS WHICH INTERFERE WITH GOOD DATA COLLECTION, AND THE PHYSICAL FUNCTIONS OF DATA RECORDING. THE PROBLEMS OF SPECIALIZATION VERSUS GENERALIZATION ARE CONSIDERED, AND A POLICE DEPARTMENT ORGANIZED ACCORDING TO FUNCTION IS EXAMINED. THE DELEGATION OF RESPONSIBILITIES AMONG THE VARIOUS DIVISIONS IS ILLUSTRATED ALONG WITH A PRESENTATION OF THE PROS AND CONS OF THE VARIOUS TYPES OF DELEGATION. THE ADVANTAGES OF CENTRALIZED ORGANIZATION ARE COMPARED TO THE BENEFITS OF TERRITORIAL ORGANIZATION. OTHER CHAPTERS EXAMINE THE PATROL FUNCTION, DETECTIVE OPERATIONS, VICE CONTROL, THE JUVENILE DIVISION, TRAFFIC CONTROL, AND SUCH AUXILIARY SERVICES

AS POLICE RECORDS, COMPLAINTS, AND COMMUNICATIONS. THE PROBLEMS RELATED TO ACQUIRING AND MAINTAINING POLICE BUILDINGS AND EQUIPMENT ARE DISCUSSED. PERSONNEL AND PUBLIC RELATIONS, PROCEDURES MANUALS, TACTICAL PLANS FOR VARIOUS EMERGENCIES, AND UNUSUAL NEEDS ARE ALSO COVERED IN THE GENERAL INFORMATION WHICH SHOULD BE GIVEN APPLICANTS FOR SWORN AND CIVILIAN POSTS. INFORMATION TO BE CONTAINED ON A PERSONNEL QUESTIONNAIRE, TESTS OF STRENGTH AND AGILITY WHICH CAN BE INCLUDED ON APPLICANT EXAMINATIONS, LESSON PLANS FOR RECRUIT TRAINING, DUTY MANUAL EXCERPTS, SELECTED PROCEDURES FOR VARIOUS COMMON POLICE PROBLEMS, PROCEDURES FOR CIVIL DISTURBANCES, POLICE DUTIES AT CRIME SCENES, PLANS FOR CONCENTRATION OF POLICE IN AREAS OF HIGH CRIME, PLANS FOR COVERING A PARTICULARLY HAZARDOUS CRIME SCENE, PLANS FOR A LARGE ATHLETIC EVENT, AND A DISASTER PLAN ARE PROVIDED. THE BOOK IS INDEXED. FOOTNOTES CONTAIN MANY BIBLIOGRAPHIC CITATIONS.

Availability: CHARLES C THOMAS, 301-327 EAST LAWRENCE AVENUE, SPRINGFIELD IL 62717.

46. **O. W. WILSON and R. C. MCLAREN. POLICE ADMINISTRATION, 4TH ED.** 715 p. 1977. **NCJ-40468**

INTENDED FOR POLICE ADMINISTRATORS AND STUDENTS OF POLICE MANAGEMENT, THIS TEXTBOOK PROVIDES A COMPREHENSIVE PERSPECTIVE ON THE POLICE ROLE, POLICE ADMINISTRATION, OPERATIONS, AND POLICE TECHNICAL SERVICES. THE OPENING SECTION LAYS THE BASIS FOR THIS EFFORT BY DESCRIBING THE POLICE ROLE IN SOCIETY AND THE RELATIONSHIPS OF POLICE TO GOVERNMENT AND OTHER AGENCIES. MODERN TRENDS SUCH AS LOCAL AND FEDERAL LAW ENFORCEMENT PLANNING, AND CONSOLIDATION AND REGIONALIZATION OF POLICE SERVICES ARE ALSO DISCUSSED. MANAGEMENT RELATED RESPONSIBILITIES OF THE POLICE ADMINISTRATION ARE THEN EXAMINED IN ORDER TO PROVIDE GUIDELINES FOR EFFECTIVE MANAGEMENT AND TO ENCOURAGE EVALUATION AND IMPROVEMENT OF ADMINISTRATIVE PROCEDURES. A WIDE VARIETY OF MANAGERIAL CONCERNS ARE EXPLORED, INCLUDING ORGANIZATIONAL BEHAVIOR, POLICE ORGANIZATION, PLANNING AND RESEARCH, MANAGEMENT INFORMATION, PERSONNEL MANAGEMENT, AND COMMUNITY RELATIONS. THE FOLLOWING SECTION, FOCUSING ON POLICE OPERATIONS, DESCRIBES THESE OPERATIONS IN TERMS OF THE TRADITIONAL FUNCTIONS FOUND IN THE TYPICAL DEPARTMENT. CHAPTERS ON PATROL, CRIMINAL INVESTIGATIONS, TRAFFIC, YOUTH, VICE CONTROL, AND SPECIAL OPERATIONS ARE ALL PROVIDED. IN ADDITION, GENERAL TEAM-POLICING CONCEPTS AND TECHNIQUES ARE EXAMINED. AUXILIARY AND TECHNICAL SERVICES ARE ALSO A MAJOR CONCERN OF THE POLICE ADMINISTRATOR, AND IT IS OFTEN IN THIS AREA THAT SOME OF THE MOST RAPID CHANGES HAVE BEEN OCCURRING. ASPECTS OF THESE SERVICES CONSIDERED IN THIS TEXT ARE POLICE INFORMATION SERVICES, THE CRIME LABORATORY, AND BUILDINGS AND EQUIPMENT. A NUMBER OF APPENDICES ARE PROVIDED. THESE INCLUDE INFORMATION ON SUCH VARIED ASPECTS OF POLICE ADMINISTRATION AS DEVELOPMENT OF COMPREHENSIVE LAW ENFORCEMENT PLANS, POLICE REPORTING, RECRUITING, SHIFT ROTATIONS, AND MANPOWER ALLOCATIONS.

Availability: MCGRAW-HILL, 1221 AVENUE OF THE AMERICAS, NEW YORK NY 10020.

47. **M. E. YOUNG, Ed. POLICE—OPERATIONS, MANAGEMENT, TRAINING, BEHAVIOR, EQUIPMENT—A BIBLIOGRAPHY WITH ABSTRACTS, V 2, 1975—MAY 1977.** 169 p. 1977. **NCJ-44183**

RESEARCH REPORTS AND OTHER MATERIALS OF INTEREST TO POLICE DEPARTMENTS, URBAN PLANNERS, AND OTHERS INTERESTED IN THE POLICE FUNCTION ARE CITED IN AN ANNOTATED BIBLIOGRAPHY. THE BIBLIOGRAPHY CONTAINS 165 ENTRIES, 56 OF WHICH WERE NOT INCLUDED IN THE PREVIOUS EDITION. EACH ENTRY INCLUDES BIBLIOGRAPHIC DATA, AN ABSTRACT, DESCRIPTOR TERMS, AND ORDERING INFORMATION. AMONG THE TOPICS COVERED ARE THE FOLLOWING: NEW TYPES OF POLICE EQUIPMENT, SUCH AS AUTOMATIC VEHICLE MONITORING SYSTEMS; CITIZEN COOPERATION; PATROL STUDIES; COMPUTER SIMULATION MODELS OF PATROL DEPLOYMENT AND POLICE PERSONNEL ALLOCATION; PERSONNEL RECRUITMENT, SELECTION, AND TESTING; WEAPONS AND AMMUNITION STUDIES; POLICE TECHNIQUES OF USE IN SPECIFIC SITUATIONS, SUCH AS HOSTAGE INVOLVEMENT; POLICE AGENCY MANAGEMENT; NEIGHBORHOOD TEAM POLICING; AND ASPECTS OF POLICE DISCRETION.

Supplemental Notes: SUPERSEDES NTIS/PS-76/0454, NTIS/PS-75/443, AND COM-74-10917.

Availability: NTIS. Accession No. NTIS/PS-77/0501.

48. **R. A. ZAPKE. POLICE MANAGEMENT GUIDELINES FOR RURAL COMMUNITIES.** 73 p. **NCJ-34496**

FOCUSING ON AREAS OF POLICE OPERATIONS WHICH FREQUENTLY PROVE MOST TROUBLESOME IN SMALL DEPARTMENTS, THIS MANUAL OFFERS CONCRETE GUIDELINES ON THE OPERATIONS, MANAGEMENT, AND ORGANIZATION OF RURAL POLICE AGENCIES. MANY OF THE PROBLEMS ASSOCIATED WITH RURAL LAW ENFORCEMENT STEM FROM TWO SOURCES: THE SIZE OF THE DEPARTMENT AND THE BUDGETARY RESOURCES AVAILABLE TO SUPPORT IT. THIS MANUAL IS INTENDED TO ASSIST THE INDIVIDUALS INVOLVED IN RURAL LAW ENFORCEMENT IN PROVIDING IMPROVED SERVICES WITHIN THESE SIZE AND BUDGETARY LIMITATIONS. AMONG THE AREAS COVERED ARE THE ROLE OF THE CHIEF OF POLICE, INTERNAL POLICE DEPARTMENT ORGANIZATION, LINE ACTIVITIES, MANPOWER STAFFING AND UTILIZATION, PERSONNEL POLICIES, POLICE RECORDS, POLICE PLANNING, AND POLICE-COMMUNITY RELATIONS. ALSO INCLUDED ARE SAMPLE PAY RANGES FOR PERSONNEL, AN EMPLOYEE PERFORMANCE RATING FORM, AND A LIST OF SUBJECTS FOR INCLUSION IN A POLICE MANUAL.

Availability: NCJRS MICROFICHE PROGRAM.

ROUTINE FIELD OPERATIONS

49. **E. J. ALBRIGHT and L. G. SIEGEL. TEAM POLICING—RECOMMENDED APPROACHES.** MITRE CORPORATION WASHINGTON OPERATIONS, 1820 DOLLEY MADISON BOULEVARD, MCLEAN VA 22101. 104 p. 1979. **NCJ-61088**

TO PROVIDE POLICE WITH PRACTICAL GUIDELINES ON TEAM POLICING, THIS REPORT SHOWS THE EVOLUTION OF TEAM POLICING CONCEPTS AND EXAMINES THE ADVANTAGES AND DISADVANTAGES OF SUGGESTED PROGRAM DESIGNS. A BRIEF HISTORY OF THIS ANTICRIME STRATEGY AND ITS EVOLUTION FROM TEAM POLICING TO NEIGHBORHOOD TEAM POLICING TO FULL-SERVICE NEIGHBORHOOD TEAM POLICING ARE PROVIDED. IN ADDITION, EVALUATION RESULTS OF THE NATIONAL EVALUATION PHASE I STUDY OF TEAM POLICING AND THE NATIONAL-LEVEL EVALUATION OF THE FULL-SERVICE NEIGHBORHOOD TEAM POLICING DEMONSTRATION PROGRAM ARE REPORTED TO PROVIDE INFORMATION WHICH WILL ASSIST POLICE IN DETERMING WHETHER OR NOT TO SET UP A SIMILAR PROGRAM, AND, IF SO, HOW TO PLAN, IMPLEMENT, OPERATE, AND ASSESS SUCH A PROGRAM. REASONS FOR IMPLEMENTING TEAM POLICING, INCLUDING ADVANTAGES, DISADVANTAGES, AND CONSTRAINTS OF THE PROGRAM, ARE DISCUSSED. TWO CHECKLISTS ARE ALSO PROVIDED WHICH MAY BE USED AS CRITERIA FOR DECIDING THE APPROPRIATENESS OF A STRATEGY FOR A PARTICULAR CITY AND ITS POLICE DEPARTMENT. CRITICAL DIMENSIONS OF A TEAM POLICING PROGRAM ARE OUTLINED, AND A SUGGESTED MODEL, BASED ON PAST EXPERIENCES, IS PRESENTED. THE SUPPORT REQUIREMENTS--ADMINISTRATIVE, PERSONNEL, AND BUDGETARY--FOR THIS PROGRAM ARE NOTED, AS WELL AS A SUGGESTED APPROACH FOR IMPLEMENTING THIS STRATEGY, WITH DETAILS FOR INITIAL PROGRAM PLANNING; FOR GAINING COMMITMENTS FROM DEPARTMENT, POLITICAL AND COMMUNITY LEADERS; FOR INITIAL TRAINING AND IMPLEMENTATION; AND FOR MAKING NECESSARY ADJUSTMENTS TO THE PROGRAM TO MATCH THE PARTICULAR ENVIRONMENT. FINALLY, SUGGESTIONS ARE OFFERED FOR ASSESSING THE IMPACT OF A TEAM POLICING PROGRAM. APPENDIXES CONTAIN CASE STUDIES OF TEAM POLICING PROGRAMS IN SANTA ANA, CALIF., AND WINSTON-SALEM, N.C.; EXAMPLES OF SEVERAL DATA COLLECTION INSTRUMENTS (PATROL OFFICER DAILY ACTIVITY FORM, JOB SATISFACTION SURVEY FORM, AND COMMUNITY CRIME PREVENTION SURVEY FORM); AND A LIST OF POLICE DEPARTMENTS CURRENTLY USING TEAM POLICING. SUPPORTING TABULAR DATA, FOOTNOTES, AND A BIBLIOGRAPHY ARE PROVIDED.

Supplemental Notes: PROGRAM DESIGN—A GUIDE TO IMPLEMENTATION.

Sponsoring Agency: US DEPARTMENT OF JUSTICE OFFICE OF DEVELOPMENT, TESTING AND DISSEMINATION, 633 INDIANA AVENUE, WASHINGTON DC 20531.

Availability: GPO. Stock Order No. 027-000-00828-3.

50. **P. B. BLOCH. EQUALITY OF DISTRIBUTION OF POLICE SERVICES—A CASE STUDY OF WASHINGTON, DC.** URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037. 38 p. 1974. **NCJ-14701**

AN EXAMINATION OF A VARIETY OF MEASURES WHICH MAY BE USED TO DETERMINE WHETHER POLICE SERVICES ARE BEING DISTRIBUTED EQUALLY TO TWO SECTIONS OF THE DISTRICT OF COLUMBIA. THE APPROACH DEVELOPED FOR THIS STUDY IS BELIEVED APPLICABLE TO MOST LARGE CITIES. MEASURES THAT ARE DISCUSSED INCLUDE INPUT MEASURES, WHICH RELATE THE NUMBER OF POLICE OFFICERS TO THE DEMAND FOR THEIR SERVICES, AND EFFECTIVENESS MEASURES, WHICH INDICATE WHETHER POLICE ARE ACCOMPLISHING THEIR OBJECTIVES OF CONTROLLING CRIME AND PROVIDING POLICE SERVICES. IN THE ABSENCE OF SUFFICIENT ACCURATE EFFECTIVENESS MEASURES, THE PAPER INFERS POLICE EFFECTIVENESS FROM SOME IMPERFECT INDICATORS OR EFFECTIVENESS. THE AUTHOR CONCLUDES THAT THE DISTRICT OF COLUMBIA IS FOLLOWING ACCEPTABLE MANAGEMENT STANDARDS IN ITS METHOD OF DISTRIBUTING POLICE SERVICES BETWEEN ITS RELATIVELY AFFLUENT AREA WEST OF ROCK CREEK PARK AND ITS RELATIVELY POOR ANACOSTIA COMMUNITY. (AUTHOR ABSTRACT)

Sponsoring Agency: US DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE OFFICE OF EDUCATION, 400 MARYLAND AVENUE, SW, WASHINGTON DC 20203.

Availability: URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037; NCJRS MICROFICHE PROGRAM.

51. **P. B. BLOCH and D. ANDERSON. POLICEWOMEN ON PATROL—FINAL REPORT.** POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006; URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037. 74 p. 1974. **NCJ-15131**

DETAILED RESULTS OF A ONE YEAR STUDY OF WASHINGTON, DC POLICEWOMEN'S PERFORMANCE AS COMPARED WITH AN EQUAL NUMBER OF MALE OFFICERS. AS 86

WOMEN ENTERED THE WASHINGTON, D.C. POLICE DEPARTMENT, THEY WERE MATCHED (FOR THE PURPOSES OF THIS STUDY) WITH AN EQUAL NUMBER OF MEN HIRED AT THE SAME TIME. BOTH GROUPS WERE GIVEN PATROL ASSIGNMENTS AND WERE NOTED TO HAVE COMPARABLE QUALIFICATIONS, EDUCATION AND BACKGROUND. BECAUSE THERE IS GREAT DIVERSITY OF OPINION ABOUT WHAT CONSTITUTES GOOD POLICE PERFORMANCE, A WIDE VARIETY OF PERFORMANCE MEASUREMENTS WAS USED IN THE EVALUATION. THE MEASURES INCLUDE SUPERVISORY RATINGS, PATROL OBSERVATION BY TRAINED OBSERVERS, OPINIONS OF CITIZENS WHO OBSERVED THE POLICE IN ACTION, AND ARREST STATISTICS. MALE AND FEMALE OFFICERS RESPONDED TO SIMILAR TYPES OF CALLS FOR POLICE SERVICE WHILE ON PATROL AND ENCOUNTERED SIMILAR PROPORTIONS OF CITIZENS WHO WERE DANGEROUS, ANGRY, UPSET, DRUNK OR VIOLENT. BOTH MEN AND WOMEN OFFICERS WERE OBSERVED TO OBTAIN SIMILAR RESULTS IN HANDLING ANGRY OR VIOLENT CITIZENS. THERE WERE NO REPORTED INCIDENTS WHICH CAST SERIOUS DOUBT ON THE ABILITY OF WOMEN TO PERFORM PATROL WORK SATISFACTORILY, AND IN FACT THIS STUDY INCLUDES REPORTS OF SOME INCIDENTS IN WHICH INDIVIDUAL WOMEN PERFORMED QUITE WELL IN DIFFICULT CIRCUMSTANCES. DETAILED FINDINGS ON PERFORMANCE AND CITIZEN AND POLICE ATTITUDES TOWARD WOMEN AND PATROL ARE PRESENTED IN NARRATIVE AND TABULAR FORM. SEE NCJ-16812 FOR VOLUME 2 FOR THIS REPORT, 'METHODOLOGY, TABLES, AND MEASUREMENT INSTRUMENTS.'

Availability: POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006.

52. **P. BLOCH and D. ANDERSON. POLICEWOMEN ON PATROL—FINAL REPORT—METHODOLOGY, TABLES AND MEASUREMENT INSTRUMENTS.** URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037. 267 p. 1974. **NCJ-16812**

METHODOLOGY, DESCRIPTIONS OF THE MEASUREMENT INSTRUMENTS, A SUMMARY OF ANALYTICAL METHODS, TABLES OF RESULTS AND SAMPLE SURVEY INSTRUMENTS ARE INCLUDED IN THIS 1972-1973 EVALUATION OF POLICEWOMEN IN THE DISTRICT OF COLUMBIA. THIS STUDY COMPARED THE PERFORMANCE OF NEW POLICEWOMEN ON PATROL WITH THAT OF A COMPARABLE GROUP OF NEW MALE POLICE OFFICERS. THE GOAL OF THIS STUDY WAS TO DETERMINE THE FEASIBILITY OF HIRING WOMEN FOR PATROL ASSIGNMENTS ON THE SAME BASIS AS MEN, THE ADVANTAGES AND DISADVANTAGES OF SUCH PRACTICES, AND THE EFFECT THIS HIRING WOULD HAVE ON POLICE OPERATIONS. THE RESULTS AND CONCLUSIONS OF THE EVALUATION ARE FOUND IN THE FIRST VOLUME OF THIS REPORT, NCJ-15131. THIS SECOND VOLUME CONTAINS THE METHODOLOGY, DATA TABLES, AND RESEARCH INSTRUMENTS. IN THE DISCUSSION OF THE METHODOLOGY HISTORY, GENERAL DESIGN AND PURPOSE OF THE STUDY ARE DESCRIBED. DETAILED DESCRIPTIONS OF EACH MEASUREMENT INSTRUMENT USED, INCLUDING THE SAMPLE, THE PURPOSE AND FORMAT OF EACH INSTRUMENT, AND STATISTICAL TECHNIQUES UTILIZED FOR EACH INSTRUMENT ARE PROVIDED. THE DATA TABLES ARE GROUPED BY SURVEY INSTRUMENT. THE MEASUREMENT INSTRUMENTS REPRODUCED HERE INCLUDE THE PATROL SURVEY. THE OFFICIALS' SURVEY, A COMMUNITY SURVEY, STRUCTURED OBSERVATION FORMS, A SERVICE SURVEY, CHIEF'S SURVEY, AND PERSONNEL JACKET FORM. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: FORD FOUNDATION, 320 EAST 43RD STREET, NEW YORK NY 10017.

Availability: POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006.

53. **P. B. BLOCH and D. SPECHT. NEIGHBORHOOD TEAM POLICING.** URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037. 166 p. 1973. **NCJ-10428**

PRESCRIPTIVE PACKAGE DETAILING THEORETICAL GUIDELINES AND PRACTICAL METHODS FOR DESIGNING, IMPLEMENTING, AND ADMINISTERING A NEIGHBORHOOD TEAM POLICING PROGRAM. THE CONCEPT OF DECENTRALIZING POLICE DECISIONMAKING AUTHORITY TO MEET INCREASING DEMANDS ON LAW ENFORCEMENT SERVICES IS FEATURED IN THIS NILECJ PRESCRIPTIVE PACKAGE. A PRACTICAL GUIDE FOR POLICE ADMINISTRATORS AND PLANNERS, THIS MANUAL PROVIDES A METHOD OF ORGANIZING OPERATIONS TO IMPROVE POLICE-COMMUNITY RELATIONS, INCREASE CRIME CONTROL EFFECTIVENESS, AND ENHANCE POLICE JOB SATISFACTION. CHAPTER 1 IS A SUMMARY OF CURRENT KNOWLEDGE ABOUT NEIGHBORHOOD TEAM POLICING AND A DESCRIPTION OF WHAT THE AUTHORS BELIEVE WOULD BE AN IDEAL NEIGHBORHOOD TEAM POLICING SYSTEM. CHAPTER II DESCRIBES THE NEIGHBORHOOD TEAM POLICING PROGRAMS OF SEVERAL POLICE DEPARTMENTS. SUBSEQUENT CHAPTERS SUGGEST PROCEDURES FOR PLANNING AND IMPLEMENTING NEIGHBORHOOD TEAM POLICING, ADMINISTERING AN ONGOING PROGRAM, PROVIDING TRAINING AND EDUCATION, AND ESTABLISHING LINES OF AUTHORITY AND METHODS OF SUPERVISION OF NEIGHBORHOOD TEAMS. A PRACTICAL APPROACH FOR CONSTRUCTING A PROJECT BUDGET IS PRESENTED. APPENDICES INCLUDE SUGGESTED OPERATIONAL GUIDELINES, A FORMAT FOR TEAM COMMANDER REPORTS, A MODEL PROPOSAL TO OBTAIN LEAA ACTION FUNDS, A CASE STUDY OF ONE TEAM IN NEW YORK CITY, A WAY OF ORGANIZING A REFERRAL GUIDE FOR USE BY POLICE OFFICERS AND A DESCRIPTION OF A TRAINING PROGRAM IMPLEMENTED IN ST. PETERSBURG, FLORIDA. (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: PRESCRIPTIVE PACKAGE SERIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00240-4; NTIS Accession No. PB 239 135/AS; NCJRS MICROFICHE PROGRAM.

54. **S. E. BODILY. POLICE SECTOR DESIGN INCORPORATING PREFERENCES OF INTEREST GROUPS FOR EQUALITY AND EFFICIENCY.** INSTITUTE OF MANAGEMENT SCIENCES, 146 WESTMINSTER STREET, PROVIDENCE RI 02903. *MANAGEMENT SCIENCE,* V 24, N 12 (AUGUST 1978), P 1301-1313. **NCJ-48802**

A DECISION MODEL IS PROPOSED FOR APPLICATION TO A RESOURCE ALLOCATION PROBLEM IN URBAN MANAGEMENT, SPECIFICALLY TO THE DESIGN OF SERVICE AREAS FOR POLICE MOBILE UNITS. THE DECISION MODEL INCORPORATES PREFERENCES FOR EFFICIENCY AND EQUALITY OF SERVICES, FOR CITIZENS, POLICE, AND ADMINISTRATORS INTO THE PROCESS OF DESIGNING POLICE SECTORS. PREFERENCES ARE MODELED USING MULTIATTRIBUTE UTILITY BY TREATING SPATIAL DISTRIBUTIONS OF A PERFORMANCE MEASURE IN A MANNER ANALOGOUS TO THE TREATMENT OF A PROBABILITY DISTRIBUTION IN DECISIONMAKING UNDER CONDITIONS OF UNCERTAINTY. THE DECISION MODEL PROVIDES MEANINGFUL MEASURES OF INEQUALITY AND AN OBJECTIVE FUNCTION THAT IS USED IN CREATING AN ALGORITHM FOR GENERATING IMPROVED POLICE SECTOR DESIGNS. IT IS INTENDED TO REPRESENT PREFERENCES ABOUT INEQUALITY AND IS COMPRISED OF THREE SUBMODELS: ASSESSOR, EVALUATOR, AND IMPROVER. ALGORITHMS ON WHICH THE DECISION MODEL IS BASED AND ILLUSTRATIVE APPLICATIONS SHOW THAT IT CAN BE PROGRAMMED EASILY WITHIN EXISTING INTERACTIVE PACKAGES OR USED IN CONJUNCTION WITH OTHER ANALYTICAL MODELS. IT CAN BE EXTENDED WITHOUT SIGNIFICANT AL-

TERATION FOR USE IN LOCATION OR DISTRICTING PROBLEMS FOR GENERAL SPATIALLY DISTRIBUTED SERVICE SYSTEMS SUCH AS FIRE AND EMERGENCY MEDICAL SYSTEMS OR IN GENERAL SERVICE SYSTEMS WITH DISTINGUISHABLE SERVERS AND IDENTIFIABLE CUSTOMER CLASSES. THE POLICE SECTOR DESIGN PROBLEM IS DESCRIBED BRIEFLY, AND STEPS TAKEN IN THE DEVELOPMENT OF THE DECISION MODEL ARE OUTLINED. UTILITY THEORY ON WHICH THE MODEL IS BASED AND ASSOCIATED ALGORITHMS ARE EXAMINED. REFERENCES ARE INCLUDED.

55. **BOOZ-ALLEN AND HAMILTON INC, 555 CALIFORNIA STREET, SAN FRANCISCO CA 94104; CALIFORNIA CONTRACT CITIES ASSOCIATION, 2468 HUNTINGTON, SAN MARINO CA 91108. PERFORMANCE AND COST DECISION-MAKING SYSTEM FOR THE FIELD POLICING FUNCTION.** 280 p. 1972. **NCJ-42227**

FINAL REPORT OF A PHASE II STUDY WHICH PROVIDED AND TESTED A PERFORMANCE AND COST DECISION-MAKING SYSTEM FOR THE FIELD POLICING FUNCTION. DEVELOPED TO PROVIDE A METHODOLOGY FOR STRENGTHENED MANAGERIAL AND OPERATIONAL PLANNING, CONTROL, AND EVALUATION, THE SYSTEM CONSISTS OF 14 ANALYTICAL TASKS, WHICH RANGE FROM FORECASTING THE VOLUME OF COMMUNITY GENERATED CASELOADS TO ANALYZING THE BENEFITS AND COSTS OF ALTERNATIVE APPROACHES AND METHODS FOR PROVIDING FIELD POLICING SERVICES. THE PURPOSE, METHODOLOGY, TASK COMPLETION RESPONSIBILITY, AND IMPORTANT CONSIDERATIONS WHICH AFFECT DECISION-MAKING IN EACH OF THESE ANALYTICAL TASKS ARE DESCRIBED IN DETAIL. THE APPLICATION AND USEFULNESS OF THE BENEFIT AND COST METHODOLOGY WAS TESTED BY EVALUATING ALTERNATIVE APPROACHES IN THE PASADENA POLICE DEPARTMENT FOR ATTAINING A REDUCED RESPONSE TIME SERVICE LEVEL. THE BENEFITS AND COSTS OF VARIOUS ALTERNATIVES WERE EVALUATED, INCLUDING: MONITORING RESPONSE TIMES AND MAKING THESE RESULTS KNOWN; ADDING FIELD UNITS; CHANGING DISPATCHING POLICIES; ESTABLISHING WORK OUTPUT STANDARDS FOR CONTROL CENTER PROCESSING; AND COMBINING SEVERAL ALTERNATIVES. IT WAS FOUND THAT CHANGING DISPATCHING POLICIES SO THAT ANY FIELD UNIT IN EITHER THE NORTH OR SOUTH HALF OF THE CITY COULD BE DISPATCHED TO A CALL IN THAT AREA (RATHER THAN USING QUADRANT DISPATCHING) WOULD PROVIDE THE BEST BENEFIT AND COST RATIO, AS MEASURED BY THE LOWEST ANNUALIZED COST FOR EACH ESTIMATED MINUTE OF AVERAGE RESPONSE DELAY REDUCED. THE APPLICATION AND POTENTIAL USEFULNESS OF THE PERFORMANCE-COST DECISION-MAKING SYSTEM IN DETERMINING POLICE SERVICE LEVELS AND RESOURCE REQUIREMENTS (EXCLUDING BENEFIT AND COST ANALYSIS) WAS TESTED IN THE CITIES OF PASADENA (AN INDEPENDENT CITY) AND COMMERCE (A CONTRACT CITY) IN LOS ANGELES COUNTY. WITHIN EXISTING DATA LIMITATIONS, POLICING WORKLOADS WERE FORECASTED, TENTATIVE FIELD SERVICE LEVEL OBJECTIVES ESTABLISHED, AND FIELD POLICING RESOURCE REQUIREMENTS DETERMINED. IN ADDITION, SEVERAL CANDIDATES FOR BENEFIT AND COST ANALYSIS WERE IDENTIFIED. THIS STUDY ALSO SUMMARIZES THE IMPLICATIONS OF THE PERFORMANCE-COST DECISION-MAKING SYSTEM FOR CITIES IN LOS ANGELES COUNTY WHO CONTRACT WITH THE SHERIFF'S DEPARTMENT FOR POLICE SERVICES. APPENDED MATERIALS INCLUDE A SELECTED BIBLIOGRAPHY AND REFERENCES. (AUTHOR ABSTRACT)

56. **J. E. BOYDSTUN, M. E. SHERRY, and N. P. MOELTER. PATROL STAFFING IN SAN DIEGO—ONE- OR TWO-OFFICER UNITS.** POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006. 195 p. 1977. **NCJ-41454**

THIS STUDY SET IN THE SAN DIEGO POLICE DEPARTMENT CONCLUDES THAT ONE OFFICER IN A PATROL CAR PERFORMS MORE SAFELY AND EFFICIENTLY AND AS EFFECTIVELY AS TWO OFFICERS AND AT ALMOST HALF THE COST WITH FEWER PUBLIC COMPLAINTS. THE YEAR-LONG STUDY COMPARED 44 ONE- AND TWO-OFFICER UNITS OPERATING IN SIMILAR, AND SOMETIMES HAZARDOUS, AREAS OF SAN DIEGO. THE CALIFORNIA CITY'S POLICE DEPARTMENT CAN FIELD 18 ONE-OFFICER UNITS FOR LESS THAN THE COST OF 10 TWO-OFFICER UNITS. THE STUDY DESIGN INCLUDED A NUMBER OF AREAS OF COMPARISON OF THE 22 ONE-OFFICER AND THE 22 TWO-OFFICER CARS. THESE AREAS WERE UNIT PERFORMANCE, WHICH MEANS THE TYPE, QUANTITY AND QUALITY OF POLICE PATROL SERVICES PERFORMED; UNIT EFFICIENCY, WHICH REFERS TO THE UNIT TIME AND COST ASSOCIATED WITH COMPARABLE LEVELS OF PERFORMANCE; OFFICER SAFETY, WHICH INVOLVES THE RATES OF ASSAULT ON OFFICERS, SITUATIONS INVOLVING CITIZENS RESISTING ARREST, VEHICLE ACCIDENTS, AND OFFICER INJURIES; AND FINALLY, OFFICER ATTITUDES, WHICH MEANS THE PREFERENCE AND OPINIONS OF ASSIGNED OFFICERS. THE AUTHORS OF THE REPORT INDICATE THAT THIS STUDY SHOULD PROVIDE A NEW POINT OF REFERENCE FOR CONSIDERING PATROL UNIT STAFFING FOR OTHER POLICE DEPARTMENTS. (AUTHOR ABSTRACT MODIFIED)

57. **L. P. BROWN, Ed. NEIGHBORHOOD TEAM POLICING—THE MULTNOMAH COUNTY EXPERIENCE, WITH DECEMBER 1976 ADDENDUM.** MULTNOMAH COUNTY SHERIFF'S DIVISION, 1021 SW 4TH AVENUE, PORTLAND OR 97204. 125 p. 1976. **NCJ-38954**

THIS READER CONTAINS 10 ARTICLES DESCRIBING THE EXPERIENCES OF MULTNOMAH COUNTY IN IMPLEMENTING AND OPERATING A SUCCESSFUL TEAM POLICING PROGRAM. THE NEIGHBORHOOD TEAM POLICING PROGRAM IMPLEMENTED BY THE MULTNOMAH COUNTY SHERIFF'S OFFICE INVOLVED SUCH CHANGES AS DECENTRALIZATION OF SERVICE DELIVERY AND DECISION MAKING, DEEMPHASIS ON SPECIALIZATION, PARTICIPATORY MANAGEMENT, MANAGEMENT BY OBJECTIVES, AND COMMUNITY INVOLVEMENT. THE ARTICLES IN THIS READER OUTLINE SEVERAL ASPECTS OF THE TEAM POLICING PROCESS IN MULTNOMAH COUNTY, INCLUDING TRAINING, PERSONNEL, THE POLICE GENERALIST, CRIMINAL INVESTIGATIONS, PLANNING AND EVALUATION, COMMUNITY INVOLVEMENT, AND CRIME PREVENTION. ALL ARTICLES IN THIS READER HAVE APPEARED OR WILL APPEAR IN 'POLICE CHIEF,' THE OFFICIAL PUBLICATION OF THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

58. **D. F. CAWLEY and H. J. MIRON. MANAGING PATROL OPERATIONS—MANUAL.** UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC. 103 p. 1977. **NCJ-47032**

THIS PRACTICAL MANUAL, DESIGNED FOR USE IN A WORKSHOP FOR POLICE SUPERVISORS, COVERS PATROL MANAGEMENT THEORY, THE MANAGER'S ROLE, RESOURCE ALLOCATION, CRIME ANALYSIS, AND PATROL STRATEGIES. THE MANUAL CONTAINS A DETAILED ANALYSIS AND BIBLIOGRAPHY OF EACH OF THE TOPICS DISCUSSED IN THE WORKSHOP PARTICIPANT'S HANDBOOK (NCJ-47033). PATROL OPERATIONS DIFFER FROM MANY OTHER MANAGEMENT PROBLEMS BECAUSE OF THE UNPREDICTABLE NATURE OF CRIME AND THE SHIFTING NATURE OF CALLS FOR SERVICE. THE POLITICAL AND COMMUNITY PRESSURES AFFECTING A POLICE PATROL MANAGER ARE DISCUSSED. AN APPENDIX TO THIS SECTION PROVIDES AN OUTLINED

GUIDE FOR PROGRAM IMPLEMENTATION PLANNING. THE PORTION ON RESOURCE ALLOCATION DISCUSSES EQUAL SHIFT STAFFING, IDENTIFYING WORKLOAD DEMANDS, EQUAL GEOGRAPHIC COVERAGE, PROPORTIONAL NEED COVERAGE, AND DEVELOPING A MODEL TO IDENTIFY BASIC CALLS FOR SERVICE. THE CONCEPT OF 'AVAILABLE PATROL TIME' IS DESCRIBED, WHICH CONSIDERS TIME CONSUMED COMPLETING INCIDENTS, RESPONSE TIME, WEIGHTING THE IMPORTANCE OF INCIDENTS, AND ARREST AND COURT PROCESSING TIME. CONSIDERATIONS FOR DEMANDS POLICY REVIEW ARE PRESENTED. APPENDIXES FOR THIS SECTION INCLUDE MATERIAL ON THE NEW HAVEN, CONN., PRETRIAL SERVICES DIVERSION PROGRAM; AND THE KANSAS CITY, MISSOURI, CALL PRIORITIZATION GUIDELINES. THE USE OF CRIME ANALYSIS AS A PATROL ALLOCATION AID IS DETAILED, INCLUDING DEVELOPING CRIME ANALYSIS CAPABILITY (DATA COLLECTION AND ANALYSIS, DATA OUTPUT AND REPORTING), ACCOUNTABILITY, AND EVALUATION OF THE SYSTEM. A SAMPLE ANALYSIS OF THE CRIME OF BURGLARY IS APPENDED. VARIOUS PATROL STRATEGIES ARE DESCRIBED IN DETAIL. TOPICS CONCERNING CITIZEN INVOLVEMENT IN PATROL OPERATIONS ARE DISCUSSED: THE CITIZEN AS A PATROL OBSERVER, THE CITIZEN AS A CRIME REPORTER OR SOURCE OF INVESTIGATION, AND THE CITIZEN AS A VICTIM OR WITNESS. SEVERAL OF THE SECTIONS HAVE EXTENSIVE REFERENCES AND ADDITIONAL APPENDIXES, INCLUDING A BACKGROUND PAPER ON ORGANIZATIONAL DEVELOPMENT AND ITS IMPLICATION FOR POLICE MANAGERS, A TABLE REPRESENTING TYPES OF CALLS WHICH COULD BE HANDLED BY A POLICE SERVICE AIDE, A POSITION DESCRIPTION FOR A POLICE DEPARTMENT CRIME ANALYST, AND A SYNOPSIS OF A MASTER PATROL PLAN SYSTEM.

Supplemental Notes: EXECUTIVE TRAINING PROGRAM IN ADVANCED CRIMINAL JUSTICE PRACTICES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00685-0; UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC; NCJRS MICROFICHE PROGRAM.

59. **D. F. CAWLEY, H. J. MIRON, F. NEWTON, and V. STRECHER. MANAGING PATROL OPERATIONS—PARTICIPANT'S HANDBOOK.** UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC. 172 p. 1977. **NCJ-47033**

THIS HANDBOOK, USED AS A COURSE OUTLINE IN A WORKSHOP FOR POLICE MANAGERS, PROVIDES AN OVERVIEW OF CURRENT RESEARCH IN PATROL MANAGEMENT AND METHODS WHICH CAN BE USED TO IMPROVE PATROL ACTIVITIES. CHARTS, GRAPHS, TABLES, AND BACKGROUND PAPERS ILLUSTRATE THE MATERIAL PRESENTED DURING EACH SESSION OF A 2.5 DAY WORKSHOP AND PROVIDE ADDITIONAL INFORMATION. FOLLOWING AN OVERVIEW OF THE PROBLEMS OF MANAGING A PATROL OPERATION, THE SESSIONS COVER THE ROLE OF A PATROL MANAGER, RESOURCE ALLOCATIONS, POLICY PROBLEMS, USE OF CRIME DATA IN PLANNING PATROL OPERATIONS, VARIOUS TYPES OF CRIME ANALYSIS, PATROL STRATEGIES (BOTH GENERAL ACTIVITIES AND SPECIALIZED PATROLS), AND THE ROLE OF PATROL MANAGEMENT AS PART OF TOTAL COMMUNITY SERVICE. A LITERATURE REVIEW IS INCLUDED. TABLES LIST COMPUTER SOFTWARE PROGRAMS AVAILABLE FOR PATROL MANAGEMENT. LISTS OF PATROL PRIORITY GUIDELINES ARE GIVEN FOR SEVERAL POLICE DEPARTMENTS. DESCRIPTIONS OF SPECIFIC CITY PROGRAMS ARE GIVEN. WORKSHEETS TO BE USED DURING THE WORKSHOP SESSIONS ARE INCLUDED. THE COSTS OF WASTED PATROL TIME ARE GIVEN FOR SEVERAL CITIES. ADVANTAGES AND DISADVANTAGES OF SEVERAL PATROL STRATEGIES ARE GIVEN IN CHART FORM. THE ACCOMPANYING MANUAL (NCJ-47032) CONTAINS A DETAILED ANALYSIS AND BIBLIOGRAPHY OF EACH OF THE TOPICS DISCUSSED IN THE WORKSHOP, CORRESPONDING TO THIS HANDBOOK.

Supplemental Notes: EXECUTIVE TRAINING PROGRAM IN ADVANCED CRIMINAL JUSTICE PRACTICES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC; NCJRS MICROFICHE PROGRAM.

60. **S. N. CLARREN. STUDYING POLICE DECENTRALIZATION IN CINCINNATI (OH).** URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037. 20 p. 1977. **NCJ-54733**

THIS STUDY OF THE CINCINNATI, OHIO, TEAM-POLICING TRIAL WHICH RAN FROM 1971 THROUGH 1975 FINDS THAT WHAT BEGAN AS A CIRCUMSCRIBED EFFORT TO DECENTRALIZE DECISIONMAKING BECAME A COMPREHENSIVE CRITIQUE OF POLICING TRADITIONS. THE TEAM-POLICING EXPERIMENT WAS CARRIED OUT IN ONE AREA OF THE CITY WHILE THE REMAINDER OF THE CITY SERVED AS A COMPARISON AREA. EACH TEAM WAS ASSIGNED FULL RESPONSIBILITY FOR ABOUT 60 SQUARE BLOCKS. THE OFFICERS HAD FULL COMMAND CONCERNING WHICH TASKS WOULD BE CARRIED OUT AND HOW THEY WOULD BE PERFORMED. IT WAS FOUND THAT DECENTRALIZATION OF SOME FUNCTIONS COULD NOT BE PERFORMED WITHOUT CENTRALIZATION OF OTHERS, SUCH AS PURCHASING AND RECORD-KEEPING. OFFICERS BECAME MORE AWARE OF PROBLEMS, SUCH AS THE FUTILITY OF JAILING ALCOHOLICS. THIS AWARENESS RESULTED IN POLICE MANAGEMENT BEING PRESSURED TO WORK FOR REHABILITATION CENTERS AND TREATMENT PROGRAMS. TRADITIONAL PERSONNEL PROCEDURES WERE QUESTIONED. MANY TEAMS ADJUSTED STARTING HOURS AND ENDED ROTATION OF SHIFTS, OPTING FOR A STEADY SHIFT WHICH THE OFFICER COULD COUNT ON. TO HANDLE TEAM POLICING A DISPATCH SYSTEM WHICH 'STACKED' CALLS HAD TO BE INSTALLED. SINCE DISPATCHERS DID NOT LIKE STACKED CALLS AND OFFICERS COULD NOT BE SENT IN FROM OTHER DISTRICTS, TEAMS WERE ASKED CONTINUALLY IF THEIR ACTIVITIES WERE REALLY SO IMPORTANT THAT THE NEXT CALL COULD NOT BE ANSWERED. THIS INFORMAL MONITORING WAS THE CLOSEST SUPERVISION PATROLS HAD EVER HAD. THE BIGGEST SHOCK WAS FACED BY MIDDLE MANAGEMENT OFFICERS, WHO LOST THEIR TRADITIONAL POLICE FUNCTIONS AND DID NOT DEVELOP NEW FUNCTIONS, SUCH AS COORDINATION. THIS PROBLEM IS THE REASON THE EXPERIMENT WAS DISCONTINUED. CITIES CONSIDERING TEAM POLICING ARE URGED TO EXAMINE THE POSSIBLE IMPACT AT ALL DEPARTMENTAL LEVELS. ON THE POSITIVE SIDE, CRIME INVESTIGATIONS WERE HANDLED IN A MORE COORDINATED MANNER AND OFFICER MORAL WAS HIGH. FOOTNOTES CONTAIN REFERENCES.

Supplemental Notes: PRESENTED AT THE NATIONAL CONFERENCE ON CRIMINAL JUSTICE EVALUATION, WASHINGTON, DC, FEBRUARY 22-24, 1977.

Availability: NCJRS MICROFICHE PROGRAM.

61. **CLEVELAND HEIGHTS DIVISION OF POLICE, 2953 MAYFIELD ROAD, CLEVELAND HEIGHTS OH. CLEVELAND HEIGHTS (OH)—DIVISION OF POLICE—PATROL EMPHASIS PROGRAM—FINAL REPORT.** 31 p. 1976. **NCJ-42566**

THIS PROGRAM EVALUATION WAS UNDERTAKEN FOR THE CITY OF CLEVELAND HEIGHTS (OH) DIVISION OF POLICE WHOSE 99 SWORN OFFICERS SERVE APPROXIMATELY 61,000 RESIDENTS OF AN 8.2 SQUARE MILE AREA. THE OBJECTIVES OF THE PROGRAM ARE AS FOLLOWS: SCIENTIFIC

PLANNING OF PATROL RESOURCE DEPLOYMENT; SCIENTIFIC DEPLOYMENT OF SUPPORT (NON-PATROL) RESOURCES; EFFECTIVE SUPERVISION AND MONITORING OF THE PATROL ACTIVITY; MOTIVATION AND INDOCTRINATION OF POLICE PERSONNEL IN THE IMPORTANCE OF THE PATROL FUNCTION; AND, REDUCTION IN CRIME WITH PARTICULAR EMPHASIS ON INDEX CRIMES. A NOTICEABLE REDUCTION IN CRIME CONTINUED AS THE PROGRAM CONCLUDED ITS ONE AND ONE-HALF YEAR EXISTENCE.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

62. **DETROIT POLICE DEPARTMENT, 1300 BEABIEN, DETROIT MI 48226. DETROIT POLICE DEPARTMENT RESOURCE ALLOCATION SYSTEM, V 2.** 116 p. 1972. **NCJ-08929**

RESULTS OF RESEARCH ON THE DEVELOPMENT AND IMPLEMENTATION OF AN EFFECTIVE MANPOWER AND VEHICLE UTILIZATION SYSTEM. SPECIFIC CHANGES RESULTING FROM THIS PROJECT ARE THE RELOCATION OF BOUNDARIES, IN ORDER TO EQUALIZE WORK LOADS, AND THE DEVELOPMENT OF A COMPUTER SCHEDULING MODEL FOR DEPLOYING MANPOWER, BASED ON WORK LOAD REPORTS. A MANAGEMENT REPORT PROVIDED INFORMATION CONCERNING TIMES WHEN NO FULL-DUTY RESPONSE UNIT WAS AVAILABLE. THE FREQUENCY OF OCCURRENCE WAS ACCORDINGLY REDUCED. THE APPENDIX CONTAINS A DESCRIPTION OF THE MATHEMATICAL TECHNIQUE USED TO GENERATE PRECINCT SCHEDULES AND A GLOSSARY OF RADIO INCIDENT CODES. ADDITIONAL MATERIAL CONCERNS THE REDRAWING PROCESS, AND THE GEO-CODING ERROR CORRECTION PROCESS. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

63. **P. J. FLYNN. COORDINATED TEAM PATROL IN ROCHESTER, NEW YORK—AN INNOVATION IN THE MANAGEMENT OF CRIMINAL INVESTIGATIONS.** SYRACUSE UNIVERSITY RESEARCH CORPORATION, MERRILL LANE, UNIVERSITY HEIGHTS, SYRACUSE NY 13210. 50 p. 1977. **NCJ-46254**

A HISTORY OF THE DEVELOPMENT OF THE COORDINATED POLICE PATROL IN ROCHESTER IS PRESENTED; PROBLEMS OF IMPLEMENTATION AND FACTORS CONTRIBUTING TO THE EVENTUAL SUCCESS OF THE OPERATION ARE INCLUDED. IN EARLY 1971, PLANS FOR THE TEAM POLICING EXPERIMENT WERE FORMULATED, BASED ON THE FOLLOWING GENERAL CONCEPTS: THE RESPONSIBILITY FOR CRIMINAL CLEARANCE SHOULD REST WITH A DECENTRALIZED POLICE SERVICE UNIT COMMANDER WHO WOULD BE ENCOURAGED TO TRY INNOVATIVE TECHNIQUES TO IMPROVE BOTH PATROL AND INVESTIGATIVE FUNCTIONS; DETECTIVES AND PATROL OFFICERS ALIKE SHOULD BE PLACED UNDER THE SAME UNIT COMMANDER, WORK OUT OF THE SAME QUARTERS, AND SERVE THE SAME NEIGHBORHOOD, THUS ENCOURAGING PATROL OFFICERS TO TAKE MORE INTEREST IN CRIME-SOLVING AND FAMILIARIZING DETECTIVES WITH NEIGHBORHOOD PATTERNS OF CRIMINAL ACTIVITY. THE PROGRAM WAS TO BE EXPANDED IF REPRESENTATIVE SECTIONS SHOWED IMPROVEMENT WITH TEAMS. TWO AREAS OF THE CITY WERE SELECTED FOR THE EXPERIMENT, EACH HAVING APPROXIMATELY ONE-NINTH OF THE CITY'S AREA AND THE SAME PROPORTION OF REPORTED CRIME AND CALLS FOR SERVICE. THE SELECTED AREAS PRESENTED A BROAD SPECTRUM OF PEOPLE, GEOGRAPHY, TYPES OF HOMES, AND RANGES OF INCOMES. LEADERS OF THE TEAMS WERE SELECTED FOR THEIR INVESTIGATIVE AND LEADERSHIP ABILITIES. EARLY PHASES OF THE PROGRAM MET WITH OPPOSITION, PARTICULARY AMONG PERSONNEL IN THE DETECTIVE BUREAU; THE BUREAU WAS BEING ASKED TO GIVE UP SOME OF ITS MANPOWER TO DECENTRALIZED OPERATIONS, AND DETECTIVES ON THE NEW TEAMS WERE EXPECTED TO REPORT TO UNIFORMED SUPERVISORS. THESE APPARENT LOSSES IN STATUS MET WITH EFFORTS TO SABOTAGE THE OPERATION. DUE TO STRONG LEADERSHIP WITHIN ONE OF THE TEAMS, THESE EFFORTS DID NOT SUCCEED, AND CRIME IN THE AREA SERVED HAD A SIGNIFICANT DECREASE. THE OTHER TEAM FAILED TO SHOW ANY SIGNIFICANT SUCCESSES BECAUSE OF ORGANIZATIONAL PROBLEMS. CONTINUED SUCCESS AND NATIONAL ATTENTION IN LAW ENFORCEMENT CIRCLES ASSURED THE ENTRENCHMENT AND EXPANSION OF THE COORDINATED TEAM PATROL IN ROCHESTER. FULL IMPLEMENTATION WAS AIDED WHEN THE MAJOR ADVOCATE AND ARCHITECT OF TEAM POLICING IN ROCHESTER BECAME POLICE CHIEF.

Sponsoring Agency: NATIONAL SCIENCE FOUNDATION, 1800 G STREET, NW, WASHINGTON DC 20550.

64. **W. C. GAY and S. SCHACK. IMPROVING PATROL PRODUCTIVITY, V 1—ROUTINE PATROL.** UNIVERSITY CITY SCIENCE CENTER 1717 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 204 p. 1977. **NCJ-42500**

PATROL OPERATIONS ARE THE SINGLE MOST COSTLY ASPECT OF POLICING. IMPROVEMENTS IN PATROL PRODUCTIVITY DEPEND UPON THE EFFICIENT UTILIZATION AND MANAGEMENT OF PATROL OFFICERS' TIME. FOCUSING ON THE GENERAL PATROL DIVISION, THE FIRST VOLUME OF THIS REPORT RECOMMENDS SPECIFIC STEPS THAT DEPARTMENTS OF ALL SIZES CAN TAKE TO IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF THEIR OPERATIONS. THE IDEAS AND INFORMATION PRESENTED IN THIS PRESCRIPTIVE PACKAGE WERE DRAWN FROM A VARIETY OF SOURCES. A REVIEW WAS MADE OF LITERATURE RELATING TO PATROL OPERATIONS, AND SITE VISITS WERE MADE TO 26 DIFFERENT DEPARTMENTS IN ORDER TO REVIEW INNOVATIVE PATROL PROGRAMS AND TO DEVELOP AN UNDERSTANDING OF THE DEPARTMENTAL CONTEXT IN WHICH THEY WERE IMPLEMENTED. INCLUDED IN THE VOLUME ARE DETAILED DISCUSSIONS OF PATROL WORKLOAD ANALYSIS AS THE BASIS FOR DEVELOPING EFFICIENT AND EFFECTIVE DEPLOYMENT SCHEMES AND MANAGEMENT OF CALL FOR SERVICE WORKLOADS AND THE PRIORITIZATION OF CALLS FOR SERVICE. ALSO COVERED ARE THE FOLLOWING: THE USE OF CRIME ANALYSIS IN SUPPORT OF ROUTINE PATROL OPERATIONS AND THE CONDUCTING OF PREPLANNED AND DIRECTED PREVENTION, DETERRENCE, AND APPREHENSION ACTIVITIES. THE VOLUME CONCLUDES WITH THE PRESENTATION OF SELECTED CASE STUDIES OF DEPARTMENTS WHICH HAVE IMPLEMENTED MANY OF THE APPROACHES OUTLINED, AND WITH A DISCUSSION OF THE MAJOR ISSUES FACED IN PLANNING, IMPLEMENTING, AND EVALUATING CHANGES IN THE PATROL FUNCTION. FOR VOLUME TWO RELATING TO THE SAME SUBJECT, SEE NCJ 42501. (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: PRESCRIPTIVE PACKAGE SERIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00560-8; NCJRS MICROFICHE PROGRAM.

65. **GEORGIA DEPARTMENT OF PUBLIC SAFETY, P O BOX 1456, ATLANTA GA 30301. MANPOWER NEEDS—A 20-YEAR PLAN FOR GEORGIA STATE PATROL FIELD-ENFORCEMENT.** 222 p. 1975. **NCJ-46740**

THE FIELD MANPOWER NEEDS OF THE GEORGIA STATE PATROL ARE EVALUATED, AND A PLAN IS PRESENTED FOR BRINGING THE PATROL UP TO MINIMUM LEVELS IN 10 YEARS AND DESIRED LEVELS IN 20 YEARS. THE REPORT EXAMINES THE MANPOWER SITUATION FIRST AT THE ADMINISTRATIVE LEVEL AND THEN AT THE FIELD LEVEL. IT CONCLUDES THAT THE NUMBER OF OFFICERS IN THE FIELD HAS

NOT INCREASED SUFFICIENTLY TO MEET INCREASED NEEDS FOR HIGHWAY AND RURAL LAW ENFORCEMENT. THE POSTS, WHICH ARE ORGANIZED INTO SIX TROOP AREAS, ARE EXAMINED INDIVIDUALLY. SPECIAL PROBLEMS ARE NOTED. AT THE TIME OF THIS STUDY IN 1975 THE PATROL HAD 487 UNIFORMED MEMBERS—EXCLUDING THE POST COMMANDERS—DIVIDED AMONG 45 PATROL POSTS AND EXPECTED TO MAINTAIN 24-HOUR PATROL. APPROXIMATELY 71 OF THESE OFFICERS WERE REQUIRED TO OPERATE THE RADIO BECAUSE ADEQUATE NUMBERS OF COMMUNICATION OFFICERS WERE NOT EMPLOYED. THIS LEFT 73.35 MEN AVAILABLE STATEWIDE PER SHIFT, WHEN SICK TIME, VACATION TIME, AND OTHER FACTORS WERE CONSIDERED. THE FINAL SECTION PRESENTS A DETAILED PLAN FOR OVERCOMING THIS MANPOWER SHORTAGE. COMMUNICATIONS OFFICERS SHOULD BE HIRED, FREEING TRAINED TROOPERS FOR PATROL DUTY. HOWEVER, LIMITS ON TRAINING FACILITIES AND BUDGETS, AS WELL AS LIMITS ON THE ABILITY OF AN EXISTING ORGANIZATION TO ABSORB NEW PERSONNEL, DICTATE A GRADUAL INCREASE IN PERSONNEL. A CHART DETAILS PLANS FOR AN INCREASE OF 60 OFFICERS A YEAR, BRINGING THE FORCE TO 1,160 IN 10 YEARS. ADDITIONAL PERSONNEL NEEDS BEYOND THE 10 YEARS ARE FORECAST, AND A PERSONNEL PLAN IS RECOMMENDED. CHARTS, TABLES, CRIME FIGURES, MANPOWER UTILIZATION FIGURES, DATA ON PATROL CALLS, AND AN EXPLANATION OF THE STUDY METHODOLOGY ARE APPENDED. ILLUSTRATIONS AND FIGURES ARE INCLUDED.

Availability: NCJRS MICROFICHE PROGRAM.

66. **R. G. GRASSIE, T. J. SWEENEY, E. A. BUZZI, T. D. CROWE, J. EVANS, and W. D. WALLACE. INTEGRATED CRIMINAL APPREHENSION PROGRAM—THE ROLE OF COMMUNICATIONS IN MANAGING PATROL OPERATIONS.** WESTINGHOUSE NATIONAL ISSUES CENTER, 1911 JEFFERSON DAVIS HIGHWAY, ARLINGTON VA 22202. 183 p. 1978. **NCJ-52797**

THE ROLE PLAYED BY EFFECTIVE COMMUNICATIONS IN THE INTEGRATED CRIMINAL APPREHENSION PROGRAM (ICAP) IS DISCUSSED, WITH ATTENTION TO THE IMPLEMENTATION AND FUNCTIONS OF THE ICAP COMMUNICATIONS PROCESS. ICAP IS A POLICE SERVICE DELIVERY CONCEPT THAT FOCUSES ON BUILDING A STRUCTURED APPROACH TO THE MANAGEMENT OF POLICE SERVICES. TO RESOLVE THE DILEMMA OF POLICE PRIORITIES AND PROPER UTILIZATION OF RESOURCES, THE ICAP CONCEPT INTRODUCES A STRUCTURED, SYSTEMATIC APPROACH TO THE PLANNING, DEVELOPMENT, AND INTEGRATION OF POLICE FUNCTIONS AND SERVICES, ESPECIALLY AS CONCERNS POLICE PATROL. ICAP STRESSES THE USE OF A DECISION MODEL IN EVERYDAY POLICE OPERATIONS, AND BECAUSE SUCH A MODEL DEPENDS ON THE SYSTEMATIC COLLECTION AND ANALYSIS OF INFORMATION, THE NEED FOR EFFECTIVE COMMUNICATION IS PARAMOUNT. THIS MANUAL ADDRESSES THE COMMUNICATIONS ASPECTS OF ICAP, SPECIFICALLY THE ROLE OF COMMUNICATION IN MANAGING PATROL OPERATIONS. AN OVERVIEW OF TRADITIONAL VERSUS EXISTING PERSPECTIVES ON MANAGING PATROL OPERATIONS IS PROVIDED, ALONG WITH A DESCRIPTION OF THE ICAP IMPLEMENTATION PROCESS AND THE RESULTING DEPARTMENT-WIDE EFFECTS, ESPECIALLY THOSE ACCRUING TO THE COMMUNICATIONS PROCESS. THE VARIOUS CONCEPTS AND METHODS THAT CAN BE IMPLEMENTED AS PART OF THE OVERALL DEPARTMENT EFFORT TO MANAGE THE DEMAND FOR PATROL SERVICE ARE DETAILED, AS ARE THE POLICY, SYSTEM, AND PERSONNEL DEVELOPMENT CONSIDERATIONS NECESSARY TO IMPLEMENT THE ICAP COMMUNICATIONS PROCESS. THE USE OF A PREIMPLEMENTATION PILOT TEST AND EVALUATION IS ALSO DISCUSSED. SAMPLES OF LOCAL POLICE POLICY DIRECTIVES REGARDING THE MANAGEMENT OF CALLS-FOR-SERVICE FOR POLICE DEPARTMENTS IN KANSAS CITY AND SPRINGFIELD, MO., AND WILMINGTON, DEL., ARE APPENDED. GRAPHIC AND TABULAR DATA ARE PROVIDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

67. **P. F. GUIDONE and J. GERVASIO. DIRECTED DETERRENT PATROL—THE SMALL DEPARTMENT'S APPROACH.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *POLICE CHIEF*, V 45, N 2 (FEBRUARY 1978), P 35-37. **NCJ-53569**

THE OPTIMUM USE OF POLICE DEPARTMENT RESOURCES, ESPECIALLY IN SMALL DEPARTMENTS, IS DISCUSSED, AND THE EXPERIENCE OF SOUTH CENTRAL CONNECTICUT IN DIRECTED DETERRENT PATROL IS REPORTED. THE WIDELY USED POLICE PROCEDURE OF RANDOM PATROLLING IS NOT ALWAYS THE MOST EFFICIENT AND DOES NOT ALWAYS MAKE THE MOST PRODUCTIVE USE OF MANPOWER RESOURCES. POLICE ORGANIZATIONS, BOTH LARGE AND SMALL, MUST EXPLORE ALL AVENUES TOWARD MAXIMIZING THE PRODUCTIVITY OF THEIR EXISTING RESOURCES. THE INNOVATIVE PATROL METHODOLOGY EMPLOYED IN POLICE DEPARTMENTS OF SOUTH CENTRAL CONNECTICUT IS DIRECTED DETERRENT PATROL. THIS FORM OF PATROL HAS AS ITS CORE THE REPLACEMENT OF RANDOM PATROL WITH A PLANNING SYSTEM THAT DIRECTS PATROL UNITS TO TARGET AREAS AT SPECIFIC TIMES IN ACCORDANCE WITH CRIME DATA ASSESSMENT. IN EACH DEPARTMENT, A PLANNING TEAM HAS BEEN FORMED TO INCLUDE REPRESENTATION FROM ALL ORGANIZATIONAL LEVELS. THE SOUTH CENTRAL CONNECTICUT PATROL PROJECT HAS INTEGRATED CRIME ANALYSIS INTO OPERATIONAL PLANNING TO AFFECT ALL AVAILABLE PATROL RESOURCES. WHILE THE PLANNING TEAM HAS OVERALL RESPONSIBILITY FOR THE PROJECT, FUNCTIONS OF OPERATIONAL PLANNING ARE THE RESPONSIBILITIES OF INDIVIDUAL SQUADS. DIRECTED DETERRENT PATROL IS A PROACTIVE SYSTEM THAT HAS IMPROVED MANPOWER ALLOCATION AND DEPLOYMENT. THE ABILITY TO PLAN AND MAKE DECISIONS IS CONDITIONED ON ACCESS TO A VALID, TIMELY, AND CONTINUOUS SUPPLY OF DATA. THE TASK OF DATA COLLECTION IN A SMALL DEPARTMENT MUST BE AN ONGOING EFFORT IN ORDER TO PROVIDE THE PLANNING TEAM WITH ACCURATE AND TIMELY CRIME AND WORKLOAD INFORMATION.

68. **N. B. HELLER. PROGRAMMABLE POCKET CALCULATOR AND MICROCOMPUTER ALTERNATIVES TO LARGE-COMPUTER-BASED SOFTWARE FOR POLICE PLANNING—BENEFIT ANALYSIS OF SOFTWARE TRANSFER (FROM LAW ENFORCEMENT DATA PROCESSING..., 1978—SEE NCJ-54083).** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. 21 p. 1978. **NCJ-54084**

NEW SOFTWARE PACKAGES FOR PLANNING POLICE PATROLS AND SCHEDULING WORK SHIFTS ARE DESCRIBED, AND THE USE OF THE PROTOTYPE SYSTEMS AND RESULTS OF THE PRELIMINARY EVALUATION ARE DISCUSSED. POLICE USE OF COMPUTER SOFTWARE FOR PLANNING FIELD OPERATIONS, SUCH AS THE HYPERCUBE AND THE PATROL CAR ALLOCATION MODEL SYSTEMS, HAS BEEN LIMITED TO A FEW LARGE DEPARTMENTS. STUDIES INDICATE THAT WIDER TRANSFER HAS BEEN HINDERED BY HIGH SETUP COSTS, INCOMPATIBILITY WITH MANY POLICE COMPUTERS, THE FREQUENT NEED FOR TRAINING AND TECHNICAL ASSISTANCE, AND HIGH RUNNING COSTS. PROTOTYPE PLANNING SYSTEMS BEING DEVELOPED BY THE INSTITUTE FOR PUBLIC PROGRAM ANALYSIS IN ST. LOUIS, MO. OVERCOME MANY OF THESE PROBLEMS THROUGH USE OF SOFTWARE DESIGNED FOR PROGRAMMABLE POCKET CALCULATORS AND MICROCOMPUTERS COSTING FROM $300 TO $800. USING RECENTLY MARKETED EQUIPMENT, THE SYSTEMS HAVE IN-

TERACTIVE, REAL-TIME CAPABILITIES. THE SYSTEM CALLED PATROL/PLAN PROVIDES FOR A DEPARTMENT TO DETERMINE HOW MANY PATROL CARS ARE NEEDED AND WHEN AND WHERE THEY SHOULD BE LOCATED. ANOTHER PLANNING SYSTEM CALLED SCHEDULE/PLAN PERMITS A USER TO SCHEDULE WORK SHIFTS AND DAYS OFF FOR PERSONNEL OF EXTENDED HOURS SERVICES (THOSE OPERATED MORE THAN 8 HOURS A DAY OR MORE THAN 5 DAYS A WEEK). THE HARDWARE AND SOFTWARE OF THE SYSTEMS ARE DESCRIBED, ALONG WITH VARIATIONS OF THEIR USE. AFTER A DAY OF LECTURES AND DEMONSTRATIONS OF THE PROTOTYPE PATROL/PLAN TO LAW ENFORCEMENT PROFESSIONALS, A QUESTIONNAIRE WAS CIRCULATED TO EVALUATE REACTIONS TO THE SYSTEM. RESULTS OF THE EVALUATION ARE REPORTED. ALL RESPONDENTS SAW CONSIDERABLE ADVANTAGE TO THE USE OF PERSONAL COMPUTING SYSTEMS FOR PLANNING, BUT POINTED OUT DRAWBACKS SUCH AS THE LIMITED CAPACITY OF THE PROTOTYPES AND THE NEED TO INTEGRATE OR INTERFACE WITH CURRENTLY USED COMPUTERS. THE APPENDIX PRESENTS A WORKSHOP PROBLEM FROM INFORMATION COMPILED BY A POLICE PLANNER REGARDING CALLED FOR SERVICE AND PATROL OPERATIONS.

Availability: NCJRS MICROFICHE PROGRAM.

69. **INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. PATROL EFFICIENCY—TRAINING KEY NO 264.** 6 p. 1978. **NCJ-49945**

THIS POLICE TRAINING MANUAL EXCERPT EXAMINES METHODS THAT ARE BEING USED SUCCESSFULLY BY POLICE AGENCIES THROUGHOUT THE COUNTRY TO INCREASE PATROL EFFICIENCY. EVERY POLICE DEPARTMENT, REGARDLESS OF SIZE OR JURISDICTIONAL NATURE, CAN TAKE STEPS TO INCREASE THE EFFICIENCY OF ITS PATROL FORCE. CAREFUL ANALYSES OF LOCAL NEEDS AND RESOURCES MUST BE MADE IN ORDER TO DETERMINE PARTICULAR PATROL OBJECTIVES AND TECHNIQUES. MANY AGENCIES ARE MOVING AWAY FROM RANDOM PATROL TECHNIQUES AND ARE BEGINNING TO EXPERIMENT WITH VARIOUS STRUCTURED PATROL SYSTEMS BASED ON CRIME ANALYSIS, COMPLEX DEPLOYMENT TACTICS, AND PRIORITIZATION OF RESPONSES TO CALLS FOR ASSISTANCE. ALTHOUGH THE EXACT EXTENT TO WHICH SUCH TECHNIQUES INCREASE PATROL PRODUCTIVITY HAS NOT BEEN DETERMINED AS YET, PRELIMINARY INDICATIONS SUGGEST THAT USE OF THE STRUCTURED PATROL CONCEPT WILL BE BENEFICIAL TO MOST AGENCIES. (AUTHOR ABSTRACT MODIFIED)

Availability: INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760.

70. **R. E. IOIMO. SIMI VALLEY (CA)-POLICE DEPARTMENT-PATROL WORKLOAD STUDY.** SIMI VALLEY POLICE DEPARTMENT, 3200 COCHRAN STREET, SIMI VALLEY CA 93065; CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING, DEPARTMENT OF JUSTICE, 7100 BOWLING DRIVE, SUITE 250, SACRAMENTO CA 95814. 58 p. 1977. **NCJ-43174**

METHODS USED TO STUDY PATROL WORKLOAD BY TIME OF DAY AND BEAT TO ALLOCATE LIMITED POLICE RESOURCES IN A GROWING COMMUNITY ARE DESCRIBED; DATA OBTAINED ENABLED MORE MANHOURS TO BE SCHEDULED FOR THE 1500-2259 HOURS SHIFT. SIMI VALLEY, CALIF., IS AN AREA OF LIMITED RESOURCES BUT GROWING POPULATION AND INCREASING CRIME, OPERATING WITH 54 SWORN PERSONNEL. BECAUSE RESOURCES TO INCREASE THE POLICE FORCE ARE NOT LIKELY TO OCCUR WITHIN THE NEAR FUTURE, A LEAA GRANT WAS OBTAINED TO BUY A HEWLETT PACKARD 9830A MINICOMPUTER, TRAIN PERSONNEL, AND DEVELOP FORMS FOR A CONTINUING PEACE OFFICERS STANDARDS AND TRAINING (POST) WORKLOAD STUDY. METHODS USED TO IMPLEMENT A POST STUDY IN A SMALL DEPARTMENT ARE GIVEN, INCLUDING LETTER OF INTRODUCTION GIVEN TO ALL PATROL OFFICERS, REDESIGNED WORKLOAD CARDS, AND WORKLOAD SUMMARY SHEETS. THE SURVEY FOUND THAT DURING THE STUDY PERIOD, OCTOBER 5, 1976 TO JANUARY 3, 1977, THE FIVE HOURS PRIOR TO 0200 HOURS ACCOUNTED FOR 31 PERCENT OF ALL OFFICER-INITIATED ACTIVITY AND 21 PERCENT OF ALL CALLS FOR SERVICE; HOURS 0200 THROUGH 0659 ACCOUNTED FOR 18 PERCENT OF OFFICER-INITIATED ACTIVITY AND 6 PERCENT OF CALLS FOR SERVICE; AND 0700 TO 1159 ACCOUNTED FOR 29 PERCENT OF OFFICER-INITIATED ACTIVITY AND 17 PERCENT OF CALLS FOR SERVICE. MONDAY AND TUESDAY WERE THE LEAST BUSY DAYS. DETAILED ANALYSIS OF CALLS FOR SERVICE SHOWED THAT THESE PEAKED FROM 1400 HOURS THROUGH 2159 HOURS. PEAK FOR BOTH OFFICER-INITIATED ACTIVITY AND SERVICE CALLS WAS 1500 THROUGH 1850 HOURS. ANALYSIS BY BEAT SHOWED SIMILAR PATTERNS WITH SOME AREA-SPECIFIC VARIATIONS. METHODS USED TO CLASSIFY CALLS AND THE RESULTS OF THE ANALYSIS ARE PRESENTED. APPENDIXES GIVE COPIES OF REPORTING FORMS USED TO GATHER DATA, A COPY OF THE LETTER WRITTEN REQUESTING POST TRAINING, DISPATCH TRAINING FOR THE POST STUDY, AND COMPUTER INPUT STEP PROCESS FOR THE STUDY.

71. **M. R. JOELSON and G. M. FISHBINE. DISPLAY OF GEOGRAPHIC INFORMATION IN CRIME ANALYSIS.** MINNESOTA CRIME CONTROL PLANNING BOARD, 444 LAFAYETTE ROAD, ST PAUL MN 55101. 1977. **NCJ-59316**

THE USE OF COMPUTER-GENERATED GRAPHICS IN THE PRESENTATION OF GEOGRAPHICALLY RELATED CRIME DATA OF INTEREST TO POLICE RESEARCHERS AND POLICYMAKERS IS DISCUSSED AND ILLUSTRATED. COMPUTER-GENERATED MAPPING TECHNIQUES ARE USEFUL BOTH IN ANALYZING DATA AND IN PRESENTING THE RESULTS OF ANALYSES. A WIDE RANGE OF TECHNIQUES EXISTS FOR ANALYZING AND DISPLAYING BOTH AGGREGATED AND ADDRESS-LEVEL INFORMATION. THESE TECHNIQUES HAVE APPLICATIONS IN CRIMINAL JUSTICE POLICYMAKING AND IN ALLOCATION OF POLICE MANPOWER AND OTHER RESOURCES. FOR INSTANCE, ANALYSIS OF CRIME EVENT DATA OFTEN IS ACCOMPLISHED BY COMPARING DIFFERENCES IN CRIME RATES ACROSS SUBAREAS OF A JURISDICTION. IF THE RESEARCHER CAN HYPOTHESIZE THAT BEHAVIORAL DIFFERENCES ARE A FUNCTION OF SOME MANIPULABLE FACTOR, AREA DISCRIMINATON ANALYSIS CAN BE USED DIRECTLY IN THE POLICYMAKING PROCESS. CHLOROPLETH MAPS--SHADED MAPS OF AN AREA THAT DISCRIMINATE AMONG SUBAREAS ON THE BASIS OF SHADINGS WHICH CORRESPOND TO CRIME RATES--CAN HELP THE POLICYMAKER VISUALIZE DIFFERENCES IN CRIME RATES AMONG SUBAREAS. CHLOROPLETH MAPPING TECHNIQUES ARE LIMITED BY THE INABILITY OF PERSONS TO DISCRIMINATE AMONG MORE THAN A FEW LEVELS OF SHADING, AND BY THE POTENTIALLY MISLEADING LOSS OF INFORMATION THAT OCCURS WHEN A WIDE RANGE OF VALUES ARE FORCED INTO A SMALL NUMBER OF CATEGORIES (SHADES). THESE PROBLEMS CAN BE ELIMINATED BY USING THREE-DIMENSIONAL MAPS, WHICH ARE CAPABLE OF ACCURATELY REPRESENTING SUBTLE VARIATIONS AMONG SUBAREAS. THE USE OF THESE AND OTHER COMPUTER MAPPING TECHNIQUES BY THE MINNEAPOLIS, MINN., POLICE IN ANALYZING THE DISTRIBUTION AND NATURE OF CRIME ARE ILLUSTRATED. COPIES OF MAPS ARE INCLUDED. FOOTNOTES ARE PROVIDED.

Supplemental Notes: FOR PRESENTATION TO THE ANNUAL MEETING OF THE CRIMINAL JUSTICE STATISTICS ASSOCIATION, INC, OKLAHOMA, AUGUST 10-12, 1977.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

72. **KANSAS CITY (MO) POLICE DEPARTMENT, 805 NORTH SIXTH STREET, KANSAS CITY MO 67068. RESPONSE TIME ANALYSIS—EXECUTIVE SUMMARY.** 44 p. 1978. **NCJ-46852**

THE PROCEDURES AND RESULTS OF A RESPONSE TIME ANALYSIS STUDY, WHICH WAS DESIGNED TO ASSESS THE VALUE OF POLICE RESPONSE TO A VARIETY OF INCIDENTS, ARE SUMMARIZED. THE TWO PRIMARY OBJECTIVES OF THIS KANSAS CITY, MO., STUDY WERE: (1) ANALYSIS OF THE RELATIONSHIP OF RESPONSE TIME TO THE OUTCOMES OF ON-SCENE CRIMINAL APPREHENSION, WITNESS AVAILABILITY, CITIZEN SATISFACTION, AND THE FREQUENCY OF CITIZEN INJURIES IN CONNECTION WITH CRIME AND NONCRIME INCIDENTS; AND (2) THE IDENTIFICATION OF PROBLEMS AND PATTERNS IN REPORTING CRIME AND REQUESTING POLICE ASSISTANCE. THE STUDY DESIGN/DATA COLLECTION PROCESS CONTINUED OVER A 3-YEAR PERIOD. DATA WERE COLLECTED BY CIVILIAN OBSERVERS, COMMUNICATION TAPE ANALYSIS, AND TELEPHONE AND PERSONAL INTERVIEWERS. OBSERVERS ACCOMPANIED OFFICERS IN THE FIELD TO COLLECT DATA ON TRAVEL TIMES AND ONSCENE ACTIVITIES, WHILE TAPE ANALYSTS COLLECTED DISPATCH TIMES BY TIMING VERBAL EXCHANGES RECORDED ON COMMUNICATIONS UNIT TAPE RECORDINGS. VICTIMS OF CRIMES AND CITIZENS WHO REPORTED CRIME AND NONCRIME INCIDENTS WERE INTERVIEWED TO OBTAIN REPORTING TIME DATA AND TO IDENTIFY THE PROBLEMS ENCOUNTERED AND PATTERNS FOLLOWED BY THOSE CITIZENS REPORTING INCIDENTS OR REQUESTING POLICE SERVICES. TO ANALYZE THE RELATIONSHIPS BETWEEN RESPONSE TIME AND OUTCOMES, THREE INTERVALS IN RESPONSE TIMES WERE CONSIDERED: CITIZEN REPORTING, COMMUNICATIONS DISPATCHING, AND POLICE TRAVEL TIME. VARIATIONS IN THESE INTERVALS WERE THEN ANALYZED TO SEE HOW THEY AFFECTED THE PROBABILITY OF MAKING AN ON-SCENE ARREST AND CONTACTING A WITNESS ON SCENE, AND HOW THEY AFFECTED RECOVERY FROM INJURIES SUSTAINED DURING THE COMMISSION OF CRIMES. IN ADDITION, TO SEE IF THE LENGTH OF RESPONSE TIME AFFECTED CITIZEN SATISFACTION, POLICE DISPATCH AND TRAVEL TIMES WERE AGAIN ANALYZED, ALONG WITH OTHER FACTORS (SUCH AS CITIZENS' SOCIAL CHARACTERISTICS, EXPECTED RESPONSE TIMES, AND PERCEPTIONS OF HOW LONG RESPONSE TOOK) CONSIDERED TO BE POSSIBLE DETERMINANTS OF CITIZENS' SATISFACTION. RESULTS INDICATED THAT REPORTING TIME WAS LONGER THAN EITHER THE TIME TAKEN TO DISPATCH A CALL OR THE TIME TAKEN TO TRAVEL TO A CALL, AND WAS NEARLY AS LONG AS THE COMBINED TIME TAKEN TO DISPATCH AND TRAVEL TO A CALL. FOR A LARGE PROPORTION OF THE CRIMES DISCOVERED SOME TIME AFTER THE INCIDENT HAD OCCURRED, RESPONSE TIME WAS FOUND TO BE UNRELATED TO THE PROBABILITY OF MAKING AN ARREST OR LOCATING A WITNESS. FOR THOSE CRIMES INVOLVING A VICTIM OR WITNESS, REPORTING TIME WAS THE STRONGEST TIME DETERMINANT OF ARREST AND WITNESS AVAILABILITY. CITIZEN SATISFACTION WAS MORE CLOSELY RELATED TO CITIZENS' EXPECTATIONS AND PERCEPTIONS ABOUT RESPONSE TIME THAN TO ACTUAL RESPONSE TIME. SUPPORTING DATA, A GLOSSARY, AND REFERENCES ARE PROVIDED. FOR A VOLUME DETAILING STUDY METHODOLOGY AND AN ANALYSIS OF PART I OFFENSES ONLY, SEE NCJ 47076 AND 47077. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.
Availability: GPO Stock Order No. 027-000-00731-7; NCJRS MICROFICHE PROGRAM.

73. **KANSAS CITY (MO) POLICE DEPARTMENT, 805 NORTH SIXTH STREET, KANSAS CITY MO 67068. RESPONSE TIME ANALYSIS, V 1—METHODOLOGY.** 318 p. 1978. **NCJ-47076**

THE RELATIONSHIP BETWEEN POLICE RESPONSE TIME, OUTCOMES OF CALLS FOR POLICE ASSISTANCE, AND CITIZEN CRIME REPORTING IS ANALYZED IN A STUDY PERFORMED IN KANSAS CITY, MISSOURI. THIS STUDY WAS CONCEIVED AND DEVELOPED TO TEST THE ASSUMPTION THAT RESPONDING QUICKLY TO CALLS FOR POLICE SERVICE WILL PRODUCE THE MOST DESIRABLE OUTCOMES, AND TO IDENTIFY THOSE PROBLEMS AND PATTERNS WHICH MIGHT AFFECT HOW QUICKLY A CITIZEN REPORTS A NEED FOR POLICE SERVICE. THE DESIGN OF THE STUDY AND DATA COLLECTION SPANNED 3 YEARS, ALTHOUGH THE PRIMARY DATA WERE COLLECTED DURING 1975, IN KANSAS CITY. TRAINED CIVILIAN OBSERVERS ACCOMPANIED OFFICERS INTO THE FIELD TO COLLECT DATA ON TRAVEL TIMES AND ON-SCENE ACTIVITIES, WHILE TAPE ANALYSTS COLLECTED DISPATCH TIME DATA BY TIMING TELEPHONE AND RADIO EXCHANGES RECORDED BY THE COMMUNICATIONS UNIT. INTERVIEWERS QUESTIONED VICTIMS OF CRIMES AND CITIZENS WHO REPORTED CRIME AND NONCRIME INCIDENTS OR REQUESTED POLICE SERVICE. THE CALLS FOR SERVICE MAKING UP THE DATA BASE CAME PRIMARILY FROM A TARGET AREA SELECTED FOR ITS HIGH RATES OF ROBBERIES AND AGGRAVATED ASSAULTS. THE DATA COVERED THE ENTIRE SPECTRUM OF POLICE SERVICE, INCLUDING BOTH PART I AND PART II CRIME CALLS, POTENTIAL AND NONCRIME CALLS, AND TRAFFIC ACCIDENTS. AN INTRODUCTION TO THE PROJECT IS PROVIDED, AND THE SETTING OF THE SUBJECT AREA AND THE SEARCH ARE DESCRIBED. THE EXAMINATION OF THE SAMPLE DESIGN AND THE DATA COLLECTION PROCESS IS ILLUSTRATED BY TABLES. FINDINGS AND CONCLUSIONS DEVELOPED FROM THE DATA ARE PRESENTED IN SUBSEQUENT VOLUMES DEVOTED TO THE ANALYSIS OF SPECIFIC CATEGORIES OF CRIMES OR NONCRIMES (SEE NCJ-47077). APPENDIXES INCLUDE DEPARTMENT ORGANIZATION STRUCTURE, BEAT-WATCH RANK ORDERS, CITY MAP AND BEAT MAPS, AN OBSERVER DEPLOYMENT MATRIX AND MATRIX DEVIATIONS, AN OBSERVER EVALUATION FORM, THE FIELD NONCRIME SHORTFORM, A MEASURE OF THE ACCURACY OF OBSERVER'S PULSARS, THE TAPE CONTENT ANALYSIS INSTRUMENT, THE TAPE TIME INSTRUMENT, THE VICTIM-CALLER INTERVIEW INSTRUMENT, THE VICTIM INTERVIEW INSTRUMENT, THE WITNESS-CALLER INTERVIEW INSTRUMENT, THE POTENTIAL CRIME CALL, GENERAL CALLS FOR SERVICE INTERVIEW INSTRUMENT, THE INJURY FOLLOWUP INSTRUMENT, THE REINTERVIEW INSTRUMENT, REINTERVIEW COMPLETION RATES, AND THE SUPPLEMENT III-TIME RECONSTRUCTION INSTRUMENT. A GLOSSARY AND REFERENCES ARE PROVIDED. FOR AN ANALYSIS OF STUDY DATA RELATING TO PART I OFFENSES ONLY AND AN EXECUTIVE SUMMARY, SEE NCJ 47077 AND 46852 RESPECTIVELY. OTHER INCIDENTS WILL BE THE SUBJECT OF FUTURE REPORTS OVER THE YEAR. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.
Availability: GPO Stock Order No. 027-000-00734-1; NCJRS MICROFICHE PROGRAM.

74. **KANSAS CITY (MO) POLICE DEPARTMENT, 805 NORTH SIXTH STREET, KANSAS CITY MO 67068. RESPONSE TIME ANALYSIS, V 2—ANALYSIS.** 262 p. 1978. **NCJ-47077**

THE ANALYSIS AND FINDINGS OF A KANSAS CITY (MO.) STUDY OF THE RELATIONSHIP BETWEEN POLICE RESPONSE TIME, OUTCOMES OF CALLS FOR POLICE ASSISTANCE, AND CITIZENS, CRIME REPORTING ARE PRESENTED. THIS RESEARCH WAS INITIATED TO EVALUATE ASSUMPTIONS REGARDING RAPID POLICE RESPONSE AS AN EFFECTIVE OPERATIONAL STRATEGY AND TO IDENTIFY PROBLEMS AND PATTERNS WHICH ACCOUNT FOR CITIZEN DELAYS IN REPORTING CRIMES TO THE POLICE. TO TEST THESE ASSUMPTIONS, RESPONSE TIME WAS CONCEPTUALIZED AS CON-

SISTING OF THREE INTERVALS: CITIZEN REPORTING, COMMUNICATION DISPATCHING, AND POLICE TRAVEL TIME. VARIATIONS IN THESE INTERVALS WERE THEN ANALYZED TO SEE HOW THEY AFFECTED THE PROBABILITY OF MAKING AN ON-SCENE ARREST, CONTACTING A WITNESS ON-SCENE, AND HOW THEY AFFECTED RECOVERY FROM INJURIES SUSTAINED DURING THE COMMISSION OF PART I CRIMES. ADDITIONALLY, THE PROBLEMS CITIZENS ENCOUNTER WHEN REPORTING CRIMES AND THE PATTERNS OR ACTIONS CITIZENS FOLLOW PRIOR TO REPORTING WERE IDENTIFIED AND ANALYZED FOR THEIR AFFECTS ON REPORTING DELAYS. RELATIONSHIPS BETWEEN CITIZENS' SOCIAL CHARACTERISTICS AND BOTH REPORTING TIME AND PROBLEMS AND PATTERNS WERE ANALYZED. TO SEE IF THE LENGTH OF RESPONSE TIME AFFECTED CITIZEN SATISFACTION, POLICE RESPONSE TIMES WERE AGAIN ANALYZED, WITH OTHER FACTORS CONSIDERED TO BE POSSIBLE DETERMINANTS OF CITIZEN SATISFACTION. THESE FACTORS INCLUDED CITIZENS' SOCIAL CHARACTERISTICS, HOW LONG CITIZENS EXPECTED RESPONSE TO BE, CITIZENS' PERCEPTIONS OF HOW LONG THE RESPONSE ACTUALLY TOOK, AND HOW IMPORTANT CITIZENS THOUGHT RESPONSE TIME WAS TO THE OUTCOMES OF THE INCIDENT THEY REPORTED OR IN WHICH THEY WERE INVOLVED. STATISTICAL ANALYSIS IS PRESENTED REGARDING RESPONSE TIME, ARREST, THE EFFECTS OF PATROL PROCEDURES ON RESPONSE TIMES AND CRIME OUTCOMES, WITNESS AVAILABILITY, CITIZEN INJURY, PROBLEMS AND PATTERNS IN REPORTING, THE PROCESS OF REPORTING, AND CITIZEN SATISFACTION; STATISTICAL SUMMARIES OF EACH OF THESE SUBJECT AREAS ARE PROVIDED IN INDIVIDUAL APPENDIXES. RESULTS INDICATE THAT REPORTING TIME WAS LONGER THAN EITHER THE TIME TAKEN TO DISPATCH A CALL OR THE TIME TAKEN TO TRAVEL TO A CALL, AND NEARLY AS LONG AS THE COMBINED TIME TAKEN TO DISPATCH AND TRAVEL TO A CALL. RESPONSE TIME WAS FOUND TO BE UNRELATED TO THE PROBABILITY OF MAKING AN ARREST OR LOCATING A WITNESS FOR THE LARGE PROPORTION OF PART I CRIMES THAT WERE DISCOVERED AFTER THE CRIME HAD OCCURRED. FOR THOSE CRIMES INVOLVING A VICTIM OR WITNESS, REPORTING TIME WAS THE STRONGEST TIME DETERMINANT OF ARREST AND WITNESS AVAILABILITY. TRAVEL TIME GENERALLY HAD A LIMITED EFFECT ON THESE OUTCOMES, THOUGH FOR SOME TYPES OF CRIME THE INFLUENCE WAS STRONG. CITIZEN SATISFACTION WAS MORE CLOSELY RELATED TO CITIZENS' EXPECTATIONS AND PERCEPTIONS ABOUT RESPONSE TIME THAN ACTUAL RESPONSE TIME. PROBLEMS CITIZENS ENCOUNTER AND PATTERNS THEY FOLLOW IN REPORTING CRIME WERE IDENTIFIED AND WERE FOUND TO PRODUCE DELAY IN CONTACTING POLICE. VOLUNTARY ACTIONS BY CITIZENS EXPLAINED MORE DELAY IN REPORTING THAN DID PROBLEMS EXPERIENCED BY CITIZENS IN CONTACTING THE POLICE. LISTS OF TABLES AND FIGURES ARE PROVIDED. A GLOSSARY IS INCLUDED. SEE ALSO NCJ-47076 AND 46852. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.
Availability: GPO Stock Order No. 027-000-00735-0; NCJRS MICROFICHE PROGRAM.

75. **KANSAS CITY (MO) POLICE DEPARTMENT, 805 NORTH SIXTH STREET, KANSAS CITY MO 67068. RESPONSE TIME ANALYSIS, V 3—PART 2—CRIME ANALYSIS.** 205 p. 1979. **NCJ-59450**

EFFECTIVENESS OF RAPID POLICE RESPONSE AS A LAW ENFORCEMENT STRATEGY, AND REASONS FOR CITIZEN DELAY IN REPORTING CRIMES, WERE STUDIED USING 359 PART TWO CRIMES COMMITTED IN ONE CITY DURING 1975 AND 1976. DATA WERE COLLECTED BY CIVILIAN OBSERVERS RIDING WITH FIELD OFFICERS, TAPE RECORDINGS OF CONVERSATIONS BETWEEN REPORTING CITIZENS AND DISPATCHERS, AND RECORDINGS OF RADIO COMMUNICATIONS BETWEEN DISPATCHERS AND FIELD OFFICERS. RESPONSE TIME HAD THREE COMPONENTS: CITIZEN REPORTING TIME, COMMUNICATIONS DISPATCHING TIME, AND POLICE TRAVEL TIME. DISCOVERY CRIMES (18.7 PERCENT OF THE SAMPLE) HAD A MEDIAN REPORTING TIME OF 20 MINUTES 16 SECONDS. INVOLVEMENT CRIMES (81.3 PERCENT) HAD A MEDIAN REPORTING TIME OF 5 MINUTES 39 SECONDS. MANY CRIMES WERE NOT REPORTED WITHIN HOURS OR DAYS, HOWEVER. MEDIAN DISPATCH TIME WAS 2 MINUTES 13 SECONDS AND MEDIAN TRAVEL TIME WAS 4 MINUTES 20 SECONDS. CITIZEN APATHY AND MISUNDERSTANDING ABOUT REPORTING PART TWO CRIMES RESULTED IN SIGNIFICANT REPORTING DELAYS. WHEN BOTH REPORTING AND TRAVEL TIMES WERE SHORT, THE PROBABILITY OF ON-THE-SCENE ARRESTS INCREASED FOR CRIMES INVOLVING A VICTIM OR WITNESS. REPORTING TIME ALSO AFFECTED THE CHANCE OF A WITNESS BEING AVAILABLE ON THE SCENE. CITIZEN EXPECTATIONS AND PERCEPTIONS ABOUT RESPONSE TIME WERE MORE CLOSELY RELATED TO CITIZEN SATISFACTION THAN WAS ACTUAL RESPONSE TIME. INCREASED EXPENDITURES TO REDUCE DISPATCHING AND TRAVEL TIMES ARE UNJUSTIFIED WITHOUT EFFORTS TO REDUCE REPORTING DELAYS. RESPONSE TIME IS LIMITED BY DISTANCE, AND SHORTENING IT IS THEREFORE APPLICABLE ONLY IN CERTAIN CIRCUMSTANCES. THE POTENTIAL COSTS IN HARDWARE, MANPOWER, POTENTIAL PROPERTY DAMAGE, AND POTENTIAL INJURIES INHERENT IN CREATING A RAPID RESPONSE CAPABILITY SHOULD BE ASSESSED IN RELATION TO POTENTIAL BENEFITS. FIGURES, TABLES, DESCRIPTION OF METHODOLOGY, AND DETAILED STATISTICAL ANALYSES ARE PRESENTED. FOR THE FIRST TWO VOLUMES OF THIS STUDY, SEE NCJ 47076 AND 47077.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

76. **G. L. KELLING, T. PATE, D. DIECKMAN, and C. E. BROWN. KANSAS CITY (MO) PREVENTIVE PATROL EXPERIMENT—A TECHNICAL REPORT.** POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006. 873 p. 1974. **NCJ-18186**

DISCUSSION OF THE RESULTS OF A YEAR-LONG EXPERIMENT WHICH SHOWED THAT TRADITIONAL ROUTINE PREVENTIVE PATROL HAD NO SIGNIFICANT IMPACT ON EITHER THE LEVEL OF CRIME OR THE PUBLIC'S FEELING OF SECURITY. IN THIS YEAR-LONG EXPERIMENT, THREE CONTROLLED AREAS OF ROUTINE PREVENTIVE PATROL WERE USED. ONE AREA, TERMED 'REACTIVE', RECEIVED NO PREVENTIVE PATROL. OFFICERS ENTERED THE AREA ONLY IN RESPONSE TO CITIZEN CALLS FOR ASSISTANCE. IN THE SECOND AREA, CALLED 'PROACTIVE,' POLICE VISIBILITY WAS INCREASED TWO TO THREE TIMES ITS USUAL LEVEL. IN THE THIRD AREA, TERMED 'CONTROL,' THE NORMAL LEVEL OF PATROL WAS MAINTAINED. ANALYSIS OF THE DATA GATHERED REVEALED THAT THE THREE AREAS EXPERIENCED NO SIGNIFICANT DIFFERENCES IN THE LEVEL OF CRIME, CITIZENS' ATTITUDES TOWARD POLICE DEVICES, CITIZENS' FEAR OF CRIME, POLICE RESPONSE TIME, OR CITIZENS' SATISFACTION WITH POLICE RESPONSE TIME. THIS TECHNICAL REPORT INCLUDES AN ANALYSIS OF THE STRENGTHS AND WEAKNESSES OF THE STUDY, A DISCUSSION OF DESIGN ISSUES AND METHODS OF ANALYSIS AND COMPARISONS OF KANSAS CITY WITH OTHER CITIES OF SIMILAR SIZE.

Availability: POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006.

77. **G. L. KELLING, T. PATE, D. DIECKMAN, and C. E. BROWN. KANSAS CITY PREVENTIVE PATROL EXPERIMENT—A SUMMARY REPORT.** POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006. 66 p. 1974. **NCJ-42537**

THIS REPORT SUMMARIZES THE RESULTS OF A YEAR-LONG STUDY TO DETERMINE THE IMPACT THAT ROUTINE POLICE PATROLS HAD ON THE INCIDENCE OF CRIME AND THE PUBLIC'S FEAR OF CRIME. THREE CONTROLLED LEVELS OF ROUTINE PREVENTIVE PATROL WERE USED IN THE EXPERIMENTAL AREAS OF KANSAS CITY. ONE AREA, TERMED 'REACTIVE', RECEIVED NO PREVENTIVE PATROL. POLICE ENTERED THE AREA ONLY IN RESPONSE TO CITIZEN CALLS FOR ASSISTANCE. THIS IN EFFECT SUBSTANTIALLY REDUCED POLICE VISIBILITY IN THAT AREA. IN THE SECOND AREA, CALLED 'PROACTIVE', POLICE VISIBILITY WAS INCREASED TWO TO THREE TIMES ITS USUAL LEVEL. IN THE THIRD AREA, TERMED 'CONTROL', THE NORMAL LEVEL OF PATROL WAS MAINTAINED. ANALYSIS OF THE DATA GATHERED REVEALED THAT THE THREE AREAS EXPERIENCED NO SIGNIFICANT DIFFERENCES IN THE LEVEL OF CRIME, CITIZENS' ATTITUDES TOWARD POLICE SERVICES, CITIZENS' FEAR OF CRIME, POLICE RESPONSE TIME, OR CITIZENS' SATISFACTION WITH POLICE RESPONSE TIME. WORK ON DEVELOPING DEPLOYMENT STRATEGIES BASED ON SPECIFIC CRIME PREVENTION AND SERVICE GOALS RATHER THAN ROUTINE PREVENTIVE PATROL IS RECOMMENDED. (AUTHOR ABSTRACT)

78. **P. J. KOLESAR, K. L. RIDER, T. B. CRABILL, and W. E. WALKER. QUEUING-LINEAR PROGRAMMING APPROACH TO SCHEDULING POLICE PATROL CARS.** OPERATIONS RESEARCH SOCIETY OF AMERICA, 428 EAST PRESTON STREET, BALTIMORE MD 21202. *OPERATIONS RESEARCH,* V 23, N 6 (NOVEMBER-DECEMBER 1975), P 1045-1062. **NCJ-34059**

USING QUEUING THEORY AND INTEGER LINEAR PROGRAMMING, THE AUTHORS PRESENT A METHOD FOR SCHEDULING PATROL CARS TO IMPROVE THE CORRESPONDENCE BETWEEN PATROL CAR AVAILABILITY AND DEMANDS FOR SERVICE. IN ANY CITY THE ARRIVAL RATE OF CALLS FOR POLICE PATROLCAR SERVICE VARIES CONSIDERABLY THROUGH THE DAY. THIS METHOD OF SCHEDULING PATROL CARS IS DESIGNED TO ENSURE THAT SPECIFIED SERVICE STANDARDS ARE MET AT EACH HOUR OF THE DAY. TWO MODELS ARE USED. THE FIRST IS AN M/M/N QUEUING MODEL WITH TIME-DEPENDENT PARAMETERS THAT IS SOLVED NUMERICALLY. THE SECOND IS AN INTEGER LINEAR PROGRAM IN WHICH THE DECISION VARIABLES ARE THE NUMBER OF PATROL CARS WORKING EACH TOUR AND THE TIMES AT WHICH THEY GO OUT OF SERVICE FOR MEALS. THE PROGRAM'S CONSTRAINTS ARE DETERMINED BY THE OUTPUT OF THE QUEUING MODEL. USE OF THE METHOD WITH DATA FROM THE NEW YORK CITY POLICE DEPARTMENT INDICATES THAT IT CAN LEAD TO SUBSTANTIAL IMPROVEMENTS IN POLICE SERVICE. (AUTHOR ABSTRACT MODIFIED)

79. **R. C. LARSON. URBAN POLICE PATROL ANALYSIS.** 289 p. 1972. **NCJ-09138**

DEVELOPMENT AND INTERPRETATION OF MATHEMATICAL MODELS FOR PATROL OPERATIONS, RESOURCE ALLOCATION, AND RELATED FUNCTIONS OF THE POLICE EMERGENCY RESPONSE SYSTEM. THIS ANALYSIS ADDRESSES ITSELF TO BOTH ADMINISTRATORS AND QUANTITATIVE ANALYSIS, AND ATTEMPTS TO PROVE THE EFFICACY OF APPLYING QUANTITATIVE AND PROBABILISTIC ANALYSIS TO CERTAIN AREAS OF POLICE PLANNING AND MANAGEMENT. THE MAJOR TOPICS DISCUSSED ARE PATROL OPERATIONS AND ALLOCATION, TRAVEL TIME MODELS, PREVENTIVE PATROL MODELS, AUTOMATIC CAR LOCATOR SYSTEMS, AND INTER-SECTOR COOPERATION AND REPOSITIONING. AN ANNOTATED BIBLIOGRAPHY IS INCLUDED.

Supplemental Notes: HV8080.P2L3.

Availability: MIT PRESS, 28 CARLETON STREET, CAMBRIDGE MA 02142.

80. **LOS ANGELES POLICE DEPARTMENT, 150 NORTH LOS ANGELES, LOS ANGELES CA 90012. TEAM POLICING PLANNING GUIDE.** 141 p. 1974. **NCJ-34716**

THIS HANDBOOK WAS PREPARED BY THE LOS ANGELES POLICE DEPARTMENT TO ASSIST AREA COMMANDING OFFICERS AND THEIR STAFFS IN PREPARING FOR THE ORGANIZATIONAL TRANSITION FROM CONVENTIONAL TO CITYWIDE TEAM POLICING. THE RECOMMENDATIONS OF PERSONNEL ALREADY INVOLVED IN TEAM POLICING, AS WELL AS THE EVALUATIONS OF THE VENICE TEAM 28 EXPERIMENT, (NCJ-25754) WERE RELIED ON HEAVILY IN FORMULATING THE GUIDELINES CONTAINED IN THIS REPORT. INCLUDED ARE GUIDELINES FOR PERSONNEL DISTRIBUTION TO AREAS, THE SELECTION AND ASSIGNMENT OF PERSONNEL TO TEAMS WITHIN THE AREAS, TEAM ORGANIZATION, RADIO COMMUNICATIONS, MANAGEMENT, TRAINING, COMMUNITY INVOLVEMENT, UNUSUAL OCCURRENCE CONTROL, BOOKING PROCEDURES, REPORTING PROCEDURES, AND STATION FACILITIES. THE ADDENDA CONTAIN EXTENSIVE SUPPORT MATERIAL ON PERSONNEL DEPLOYMENT, TRAINING, AND PROGRAM IMPLEMENTATION.

Availability: NCJRS MICROFICHE PROGRAM.

81. **H. J. MIRON. MANAGEMENT ORIENTED SYSTEM FOR THE PLANNING CONTROL, AND EVALUATION OF THE POLICE PATROL OPERATION (FROM MANAGING THE PRESSURES OF INFLATION IN CRIMINAL JUSTICE, 1979, BY H JEROME MIRON—SEE NCJ-59239).** US DEPARTMENT OF JUSTICE OFFICE OF DEVELOPMENT, TESTING AND DISSEMINATION, 633 INDIANA AVENUE, WASHINGTON DC 20531. 43 p. 1979. **NCJ-59245**

THIS HANDBOOK PRESENTS A DECISIONMAKING SYSTEM FOR THE PLANNING, CONTROL, AND EVALUATION OF THE POLICE PATROL OPERATION, IN ORDER TO MEET EXPRESSED NEEDS OF POLICE EXECUTIVES AND PATROL ADMINISTRATORS. CRITERIA USED IN DESIGNING THE SYSTEM WERE SIMPLICITY, MINIMAL DATA REQUIREMENTS, LACK OF DEPENDENCE ON COMPUTERS OR ADVANCED STATISTICAL TECHNIQUES, USE OF KNOWLEDGE FROM A RECENT POLICE EXECUTIVE TRAINING PROGRAM, AND FLEXIBILITY. THE SYSTEM CONSISTS OF 14 INTERRELATED TASKS: (1) FORECASTING COMMUNITY-GENERATED CASELOADS; (2) SETTING QUANTITATIVE SERVICE LOAD OBJECTIVES; (3) FORECASTING OFFICER-INITIATED CASELOADS; (4) MEASURING EACH TASK'S TIME REQUIREMENTS; (5) ESTIMATING FIELD MANHOURS REQUIRED; (6) ESTIMATING MANHOURS FOR EACH TYPE OF FIELD UNIT; (7) DETERMINING AVAILABLE PERSONNEL; (8) DETERMINING PERSONNEL REQUIREMENTS; (9) DETERMINING PERSONNEL COSTS; (10) DETERMINING EQUIPMENT COSTS; (11) DETERMINING FIELD OCCUPANCY COSTS; (12) DETERMINING SUPPORT COSTS; (13) MATCHING ESTIMATED COSTS WITH AVAILABLE RESOURCES AND MAKING ADJUSTMENTS IF NECESSARY; AND (14) ANALYZING BENEFITS AND COSTS OF ALTERNATIVE WAYS OF PROVIDING FIELD POLICING SERVICES. FOR EACH TASK, THE OVERALL PURPOSE, SPECIFIC DECISIONMAKING CONSIDERATIONS, METHOD FOR ACCOMPLISHING THE TASK, AND OVERALL TASK RESPONSIBILITY, ARE DESCRIBED IN DETAIL. A FLOW CHART SHOWING RELATIONSHIPS AMONG TASKS, AND EXHIBITS INCLUDING A GLOSSARY AND A SUGGESTED FORMAT FOR PRESENTING A COST-BENEFIT ANALYSIS, ARE PROVIDED. FOR RELATED ARTICLES IN THIS VOLUME, SEE NCJ 59239-59244 AND 59246.

82. **NEW HAVEN POLICE DEPARTMENT, 8 LINSLEY STREET, NEW HAVEN CT 06473. NEW HAVEN (CT)—DEPARTMENT OF POLICE SERVICE DIRECTED DETERRENT PATROL—AN INNOVATIVE METHOD OF PREVENTIVE PATROL.** 24 p. **NCJ-43127**

AN OVERVIEW OF THIS PROJECT WHICH USES COMPUTERIZED CRIME DATA IN PATROL PLANNING AND IN DEVELOPING PATROL STRATEGIES IS PRESENTED. THE DIRECTED DETERRENT PATROL, DEVELOPED BY THE NEW HAVEN DEPARTMENT OF POLICE SERVICES, WAS INTENDED TO SUPPLEMENT TRADITIONAL RANDOM PATROL. COMPUTERIZED CRIME DATA ARE UTILIZED TO PLAN AND DEVELOP PATROL STRATEGIES IN ORDER TO DETER CRIME IN TARGET AREAS. A PLANNING TEAM DEVELOPS STEP-BY-STEP STRATEGIES AND TACTICS IN THE FORM OF WRITTEN INSTRUCTIONS IN A SPECIAL NOTEBOOK. OFFICERS ARE DISPATCHED TO PERFORM IN DETERRENT PATROLS ('D-RUNS') WHICH CORRESPOND TO THESE WRITTEN INSTRUCTIONS. UPON INITIATING A D-RUN, THE OFFICER CONSULTS THE NOTEBOOK FOR THE INSTRUCTION SHEET, WHICH ALSO ACTS AS A VALUABLE SOURCE FOR FUTURE STRATEGIES. THE PLANNING TEAM MONITORS THE PROJECT CLOSELY; ITS MEMBERS PLAN DOCUMENT PATROL STRATEGIES, COLLECT AND ANALYZE CRIME DATA, AND EVALUATE THE RESULTS OF THE DETERRENT TACTICS. IN THE FUTURE, ONE HOPES TO TRAIN PATROL SUPERVISORS IN OPERATION MANAGEMENT SKILLS THAT WILL ENABLE THEM TO EQUAL THE CAPABILITIES OF THE PLANNING TEAM. THE FUTURE PROJECT WILL ALSO REPLACE THE TRADITIONAL BEAT STRUCTURE BY DIRECTED DAILY PATROL ACTIVITIES. TO ACCOMMODATE THE ANTICIPATED ADDITIONAL WORK LOAD, THE COMMUNICATIONS SECTION WILL BE REFINED. MORE EFFICIENT RESPONSES TO CALLS-FOR-SERVICE WILL BE ESTABLISHED TO CREATE ADDITIONAL PATROL WORK HOURS. PRELIMINARY ATTEMPTS HAVE BEEN MADE TO MEASURE THE EFFECT OF DIRECTED DETERRENT PATROL ON CRIME RATES. RESULTS OBTAINED OVER A 6-MONTH PERIOD IN D-RUN TEST AREAS (PERCENT TOTALS WERE MAINTAINED MANUALLY) INDICATED A MARKED DECREASE IN CRIME FREQUENCY OF REPORTED TARGET CRIMES. THE DIRECTED DETERRENT PATROL MAY BE THE PREVENTIVE PATROL DEPLOYMENT METHOD FOR OTHER POLICE AGENCIES TO ADOPT.

Sponsoring Agencies: CONNECTICUT JUSTICE COMMISSION, 75 ELM STREET, HARTFORD CT 06115; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

83. **G. H. REINIER, M. R. GREENLEE, and M. H. GIBBENS. CRIME ANALYSIS IN SUPPORT OF PATROL—NATIONAL EVALUATION PROGRAM—PHASE 1 REPORT.** FOUNDATION FOR RESEARCH AND DEVELOPMENT IN LAW ENFORCEMENT AND CRIMINAL JUSTICE, INC. 100 p. 1976. **NCJ-39887**

THIS VOLUME PRESENTS A SUMMARY OF A COMPREHENSIVE SURVEY, CONDUCTED IN 1975, OF THE STATE-OF-THE-ART OF CRIME ANALYSIS IN SUPPORT OF TRADITIONAL PREVENTIVE PATROL, TEAM POLICING, AND SPECIALIZED PATROL. THIS VOLUME IS THE RESULT OF A NATIONAL EVALUATION PROGRAM EFFORT ON CRIME ANALYSIS. METHODS UTILIZED DURING THE STUDY INCLUDED AN EXTENSIVE REVIEW OF THE LITERATURE ON CRIME ANALYSIS, SITE VISITS TO 23 POLICE DEPARTMENTS, AND AN INVESTIGATION OF EVALUATION STRATEGIES FOR CRIME ANALYSIS. AN OVERVIEW OF THE PROCEDURES AND RESULTS OF THE LITERATURE REVIEW AND ON-SITE VISITS IS FIRST PRESENTED. IN GENERAL, THE AUTHORS FOUND THAT BOTH THESE APPROACHES PROVIDED LITTLE INSIGHT INTO THE ACTUAL VALUE OF CRIME ANALYSIS, ALTHOUGH POLICE INTUITIVELY BELIEVE IN ITS VALUE. THE REPORT THEN TURNS TO AN ANALYSIS OF THE RELATION BETWEEN PROGRAM GOALS AND OBJECTIVES AND CRIME ANALYSIS. OBJECTIVES AND ASSUMPTIONS RELATING TO PATROL AND CRIME ANALYSIS ARE LISTED, AND FOR EACH A SUGGESTED MEASUREMENT FOR THE IMPACT OF CRIME ANALYSIS IS GIVEN. MOST OF THE MEASURES SUGGESTED ARE OF A QUALITATIVE NATURE. THE FINDINGS OF THE STUDY INDICATE THAT CRIME ANALYSIS HAS NO VALUE IN AND OF ITSELF. THE AUTHORS CONCLUDE THAT BECAUSE CRIME ANALYSIS PROGRAMS ARE SO INSEPARABLE FROM THE PATROL PROGRAMS THEY SUPPORT AND HAVE SUCH A VARIETY OF POTENTIAL FORMS, EVALUATION OF CRIME ANALYSIS, APART FROM THE PATROL PROGRAMS, WOULD SEEM TO HAVE LITTLE VALUE. IT IS SUGGESTED THAT THE EVALUATION FRAMEWORKS DEVELOPED IN THIS PROJECT BE INCORPORATED INTO LARGER EVALUATION EFFORTS TARGETED TOWARD SELECTED PATROL PROGRAMS. FOR OTHER VOLUMES ON THIS PROJECT, SEE NCJ-39885 AND 39886.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.
Availability: GPO Stock Order No. 027-000-00538-1; NCJRS MICROFICHE PROGRAM.

84. **G. F. RENGERT. EQUITY CONSIDERATIONS IN POLICE PATROL ALLOCATIONS (FROM APPLIED GEOGRAPHY CONFERENCES, 1979, BY JOHN W FRAZIER AND BART J EPSTEIN).** 7 p. 1979. **NCJ-63526**

PHILADELPHIA SERVES AS THE CASE STUDY IN AN EXAMINATION OF THE EQUITY CONCEPT FOR POLICE PATROL ALLOCATION FOR EMERGENCY CALLS TO SERVICE. IN THE FACE OF CONSTANT OR SHRINKING BUDGET LEVELS, POLICE DEPARTMENTS MUST ALLOCATE THEIR RESOURCES MORE EFFICIENTLY. FOR EXAMPLE, THE SPATIAL ORGANIZATION OF PATROL FORCES MIGHT BE ADJUSTED TO REFLECT MORE APPROPRIATELY DISTRICT NEEDS, WITH TWO OBJECTIVES: EFFICIENCY AND EQUALITY. SPATIAL ALLOCATION COULD BE MAXIMIZED FOR EFFICIENCY BY ASSIGNING A DISPROPORTIONATE NUMBER OF PATROL OFFICERS TO THOSE DISTRICTS WHICH GENERATE THE GREATEST NUMBER OF EMERGENCY SITUATIONS. IN THE PROCESS, EQUALITY IS COMPROMISED SINCE FEW OFFICERS ARE SCATTERED OVER A WIDE AREA IN SOME DISTRICTS (LOW-RISK DISTRICTS) IN WHICH THE CHANCES OF ADEQUATELY RESPONDING TO CALLS MAY BE BELOW ACCEPTABLE LEVELS. THE ALTERNATIVE WOULD BE TO MAXIMIZE THE EQUALITY IN SERVICE DELIVERY BOTH TEMPORALLY AND SPATIALLY. OFFICERS WOULD BE REALLOCATED IN SUCH A WAY THAT ANY EMERGENCY CALL FOR SERVICE COMING FROM ANY DISTRICT OF ANY JURISDICTION AT ANY TIME WOULD EXPECT TO RECEIVE AN EQUAL LEVEL OF RESPONSE. SINCE OFFICERS IN LOW-EMERGENCY AREAS AND DURING SLACK SHIFTS OF THE DAY WOULD SPEND A DISPROPORTIONATE AMOUNT OF TIME NOT HANDLING ANY CALLS, THE AVERAGE EFFICIENCY RATE FOR THE ENTIRE JURISDICTION WOULD FALL. PHILADELPHIA'S DATA ON CRIME RATES, DISTRICT SIZES, AND DISTRIBUTION OF POLICE OFFICERS ASSIGNED TO PATROL WERE STUDIED WITH RESPONSE TIME TO EMERGENCIES AS THE MOST IMPORTANT CRITERION. ANALYSIS OF PHILADELPHIA'S SYSTEM SHOWS THAT AN OBJECTIVE OF EQUAL SERVICE LEVELS MAY LEAD TO SUCH AN INEFFICIENT ALLOCATION THAT THE SYSTEM AS A WHOLE CAN ILL AFFORD THE SACRIFICES INVOLVED. THUS, THERE MUST BE SOME TRADEOFF BETWEEN SYSTEMWIDE EQUALITY IN SERVICE DELIVERY AND SOME FORM OF SYSTEM EFFICIENCY WHERE THE SPATIAL AND TEMPORAL ALLOCATION OF RESOURCES IS MORE REASONABLE. MAPS AND TABULAR DATA ILLUSTRATE PHILADELPHIA'S SYSTEM, AND EQUATIONS SUPPORT THE ANALYSIS. SEVERAL REFERENCES ARE INCLUDED.

85. **A. I. SCHWARTZ and S. N. CLARREN. CINCINNATI (OH) TEAM POLICING EXPERIMENT—A SUMMARY REPORT.** URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037. 83 p. 1977. **NCJ-45992**

IMPLEMENTATION AND EVALUATION OF AN EXPERIMENTAL TEAM POLICING EXPERIMENT IN A DISTRICT OF CINCINNATI (OHIO) ARE DESCRIBED, AND REASONS FOR THE EVENTUAL ABANDONMENT OF THE PROGRAM ARE CONSIDERED. TEAM POLICING DECENTRALIZES THE DELIVERY OF LAW ENFORCEMENT SERVICES. A TEAM POLICE GROUP IS PERMANENTLY ASSIGNED TO A NEIGHBORHOOD AND IS GIVEN THE RESPONSIBILITY FOR CONTROLLING AND DELIVERING POLICE SERVICES TO THAT AREA. THE PORTION OF CINCINNATI CHOSEN FOR THE EXPERIMENT WAS CHARACTERIZED BY A MIXTURE OF RESIDENTIAL AND BUSINESS AREAS, LOW AND MIDDLE INCOME, HIGH AND LOW CRIME RATES, AND RACIALLY MIXED AND RACIALLY SEPARATE NEIGHBORHOODS. TO MEASURE THE IMPACT OF TEAM POLICING ON THE TARGET DISTRICT, A VARIETY OF SURVEYS OF CITIZENS AND POLICE OFFICERS WERE USED, AS WELL AS EXAMINING POLICE RECORDS. THE PURPOSE OF IMPACT MEASUREMENT WAS TO DETERMINE WHETHER CONDITIONS RELATED TO CRIME, POLICE-COMMUNITY RELATIONS, AND OFFICER JOB SATISFACTION CHANGED DURING THE COURSE OF THE 30-MONTH EXPERIMENT. SURVEYS WERE TAKEN AT THE BEGINNING OF THE PERIOD, AND AFTER 6, 12, 18, AND 30 MONTHS. TO MEASURE THE PROGRAM'S EFFECT ON CRIME, DEPARTMENT CRIME RECORDS AND COMMERCIAL AND HOUSEHOLD VICTIMIZATION SURVEYS WERE ALSO USED. TO MEASURE THE EFFECT ON POLICE-COMMUNITY RELATIONS, ATTITUDE AND EXPERIENCE SURVEYS WERE ADMINISTERED TO POLICE OFFICERS AND TO THREE GROUPS OF CITIZENS: PEOPLE WHO HAD RECEIVED SERVICE FROM THE POLICE RECENTLY; PEOPLE WHO HAD BEEN ARRESTED FOR RELATIVELY MINOR OFFENSES; AND OWNERS AND MANAGERS OF SMALL BUSINESSES. IT WAS FOUND THAT IN THE CASE OF BURGLARY AND COMMERCIAL VICTIMIZATION TEAM POLICING WAS MORE SUCCESSFUL THAN TRADITIONAL POLICE METHODS IN REDUCING THESE TYPES OF CRIME. ADDITIONALLY, INVESTIGATIONS HANDLED AT THE TEAM LEVEL PRODUCED A HIGHER CLEARANCE BY ARREST RATE THAN EITHER A FULLY OR PARTLY CENTRALIZED APPROACH. THESE SURVEYS ALSO PRODUCED EVIDENCE THAT TEAM POLICING EFFECTED SOME DESIRED CHANGES IN CITIZEN FEAR OF CRIME, ATTITUDES TOWARD POLICE, AND CITIZEN SATISFACTION WITH POLICE SERVICE. HOWEVER, THE ONLY ASPECT OF CITIZEN COOPERATION IN CRIME PREVENTION WHICH IMPROVED DURING THE EXPERIMENT WAS THAT MORE NEIGHBORHOOD BUSINESS PEOPLE CHOSE TO REPORT BURGLARIES AND ROBBERIES TO THE POLICE. ALTHOUGH THERE WERE FEW SIGNS THAT OFFICERS WERE BEGINNING TO DEVELOP A PROPRIETARY INTEREST IN THE CITIZENS OF THE TARGET DISTRICT, AND NO EVIDENCE AT ALL THAT OFFICERS HAD MOVED CLOSER TO THE VIEWS OF CITIZENS ON SELECTED ISSUES OF COMMUNITY CONCERN, POSITIVE CHANGES WERE REPORTED BY OFFICERS IN TERMS OF JOB BREADTH, INDEPENDENCE, AND INFLUENCE OVER DECISIONS. THE DECENTRALIZED STRUCTURE PROVED DIFFICULT TO MAINTAIN AND AFTER 18 MONTHS MANAGEMENT DECISIONS BEGAN TO UNDERMINE THE PROGRAM AND BLURRED THE DISTINCTION BETWEEN THE TARGET AREA AND THE REST OF THE CITY. MOST OF THE GAIN IN JOB BREADTH REPORTEDLY WAS LOST BY 18 TO 30 MONTHS, AND SOME ASPECTS OF JOB SATISFACTION ROSE INITIALLY BUT FELL BY 18 MONTHS. THE EFFECTS OF THE RECENTRALIZATION OF OPERATIONAL DECISIONMAKING AND THE RESULTING REDUCTION IN THE LEVELS OF BENEFITS RECEIVED FROM A REDUCED VERSION OF TEAM POLICING ARE DOCUMENTED. ALSO PRESENTED ARE A DETAILED INTRODUCTION TO THE TEAM POLICE CONCEPT, AND IMPLEMENTATION AND EXPANSION GUIDELINES. TABULAR AND GRAPHIC DATA ARE ALSO PROVIDED.

Availability: POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006.

86. D. T. SHANAHAN. PATROL ADMINISTRATION—MANAGEMENT BY OBJECTIVES, 2D ED. HOLBROOK PRESS, 470 ATLANTIC AVENUE, BOSTON MA 02110. 556 p. 1978. **NCJ-46097**

MANAGEMENT BY OBJECTIVES (MBO) IS DEFINED AND THE PLANNING, ORGANIZATION, AND FUNCTIONS OF POLICE PATROL ARE CONSIDERED FROM THIS APPROACH. THE TEXT IS DIRECTED AT POLICE ADMINISTRATORS. MBO MEANS DEFINING OBJECTIVES AND GOALS OF AN ORGANIZATION, AND THEN ALLOCATING RESOURCES ACCORDING TO THE DEFINED OBJECTIVES. IT IMPLIES THE COMPLETE UNDERSTANDING OF THE OBJECTIVES BY ALL MEMBERS OF THE ORGANIZATION AND THE DEVELOPMENT OF A PATH BETWEEN THE ORGANIZATION AND PERSONNEL TOWARD ACHIEVING THE DEFINED OBJECTIVES. USE OF THE MBO APPROACH WOULD REQUIRE PROVISION OF SUBGOALS FOR ORGANIZATIONAL COMPONENTS, IMPLEMENTATION OF PROGRAMS DIRECTED AT ACHIEVING GOALS, AND THE ABILITY TO MODIFY THE GOALS IF NECESSARY. A MBO MODEL FOR POLICE DEPARTMENTS IS PRESENTED AND INSTRUCTIONS AND GUIDES ARE PROVIDED FOR CHARTING GOALS AND OBJECTIVES. THE AREA OF LEADERSHIP AND INTERPERSONAL RELATIONSHIPS IN A POLICE DEPARTMENT IS EXAMINED SINCE THE MBO APPROACH WOULD REQUIRE A NONTRADITIONAL LEADERSHIP STYLE, ORGANIZATION-WIDE INPUT INTO PLANNING, AND INCREASED DELEGATION OF AUTHORITY. THE MAJOR COMPONENTS OF PATROL OPERATIONS ARE EXAMINED FROM THE MBO PERSPECTIVE: PLANNING; TECHNIQUES; ORGANIZATION; SPECIAL OPERATIONS; TEAM POLICING; SCIENTIFIC METHOD (I.E., MEASURING PRODUCTIVITY); MANPOWER DISTRIBUTION, COMMAND AND CONTROL; AND REPORTING, RECORDS, AND INFORMATION. CRIME PREVENTION IS DEFINED AND THE ROLE OF THE COMMUNITY IN EFFECTING CRIME CONTROL IS CONSIDERED. CHARTS AND ILLUSTRATIONS PROVIDED IN THE TEXT OUTLINE PATROL AND PATROL MANAGEMENT TECHNIQUES. THE FINAL CHAPTER DISCUSSES SOCIAL AND ECONOMIC CHANGE THAT IS INFLUENCING POLICE ADMINISTRATION. CHANGE STRATEGY IS CONSIDERED, AND THE SECTION PRESENTS CHANGE MODELS USED IN LOS ANGELES, CALIF., AND DALLAS, TEX. FUTURE DIRECTIONS FOR POLICE-PATROL ADMINISTRATION ARE PREDICTED. THE APPENDIXES CONTAIN MANAGEMENT-PLANNING OUTLINES FOR ESTABLISHING A NEW UNIT WITHIN A DEPARTMENT (E.G., A PREVENTION UNIT) AND FOR IMPLEMENTING A COMMUNITY INVOLVEMENT PROGRAM. BIBLIOGRAPHICAL REFERENCES ARE PROVIDED AT THE END OF SECTIONS AND AN INDEX IS INCLUDED.

Supplemental Notes: HOLBROOK PRESS CRIMINAL JUSTICE SERIES.

Availability: HOLBROOK PRESS, 470 ATLANTIC AVENUE, BOSTON MA 02110.

87. L. W. SHERMAN, C. H. MILTON, and T. V. KELLY. TEAM POLICING (FROM POLICE AND LAW ENFORCEMENT, 1973-1974, V 2, 1975 BY JAMES T CURRAN AND RICHARD H WARD—SEE NCJ-28138). AMS PRESS INC, 56 EAST 13TH STREET, NEW YORK NY 10003. 23 p. 1975. **NCJ-31894**

BASED ON EXAMPLES DRAWN FROM TEAM POLICING EXPERIMENTS IN SEVERAL UNITED STATES CITIES, THIS ARTICLE REVIEWS THE BASIC ELEMENTS OF TEAM POLICING AND ILLUSTRATES METHODS OF SUCCESSFULLY IMPLEMENTING AND OPERATING SUCH PROGRAMS. IN THE EARLY 1970'S TEAM POLICING HAD BECOME A POPULAR IDEA AMONG MANY POLICE ADMINISTRATORS. THIS STUDY DRAWS ON THE EXPERIENCES OF SUCH CITIES AS HOLYOKE, NEW YORK CITY, DAYTON, DETROIT, LOS ANGELES, AND SYRACUSE. IT WAS FOUND THAT ALMOST ALL OF THE TEAM POLICING PROGRAMS STUDIED ATTEMPTED TO IMPLEMENT THREE BASIC OPERATIONAL ELEMENTS: GEOGRAPHIC STABILITY OF PATROL, MAXIMUM INTERACTION AMONG

TEAM MEMBERS, AND MAXIMUM COMMUNICATION AMONG TEAM MEMBERS AND THE COMMUNITY. THE DEPARTMENTS WHICH WERE MOST SUCCESSFUL IN IMPLEMENTING THESE ELEMENTS ALSO HAD IN COMMON CERTAIN ORGANIZATIONAL SUPPORTS: UNITY OF SUPERVISION, LOWER-LEVEL FLEXIBILITY IN POLICY-MAKING, UNIFIED DELIVERY OF SERVICES, AND COMBINED INVESTIGATIVE AND PATROL FUNCTIONS. EXAMPLES OF SUCCESSFUL APPROACHES IN PREPARING FOR TEAM POLICING ARE PROVIDED. IN GENERAL, THOSE CITIES WHICH INVOLVED PATROL OFFICERS AND LOWER LEVEL SUPERVISORS DIRECTLY IN THE PLANNING PROCESS WERE MORE SUCCESSFUL. APPROACHES TAKEN WITH REGARD TO RECRUITMENT OF TEAM MEMBERS, PATROL STYLE, SELECTION OF THE EXPERIMENTAL AREA, AND TRAINING ARE EXAMINED. FINALLY, THE PROBLEMS ENCOUNTERED IN ACTUALLY OPERATING THE TEAM POLICING PROGRAM ARE DISCUSSED. THESE INCLUDE PROBLEMS IN ADMINISTRATION, JURISDICTIONAL PROBLEMS, PUBLIC SUPPORT, CRIMINAL INVESTIGATIONS, AND PROBLEMS OF COORDINATION BETWEEN DIFFERENT SHIFTS.

88. **T. J. SWEENEY and W. ELLINGSWORTH, Eds. ISSUES IN POLICE PATROL—A BOOK OF READINGS.** 357 p. 1973. **NCJ-25816**

A COLLECTION OF 17 ARTICLES DEALING WITH PHILOSOPHICAL AND PRACTICAL ASPECTS OF POLICE PATROL AND PATROL STRATEGY PLANNING. ISSUES ADDRESSED IN THIS READER INCLUDE DEFINING THE PATROL FUNCTION; THE DEMANDS OF THE POLICE ORGANIZATION VERSUS THE DEMANDS OF SOCIETY AND THE LAW; THE FUTURE OF POLICE PATROL; PATROL DEPLOYMENT; AND, THE EVALUATION OF PATROL EFFECTIVENESS. FOR INDIVIDUAL ARTICLE LISTINGS, SEE NCJ-02520, 03314, AND 25817 THROUGH 25830.

Availability: KANSAS CITY (MO) POLICE DEPARTMENT, 805 NORTH SIXTH STREET, KANSAS CITY MO 67068; POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006.

89. **J. M. TIEN, J. W. SIMON, and R. C. LARSON. ALTERNATIVE APPROACH IN POLICE PATROL—THE WILMINGTON SPLIT-FORCE EXPERIMENT.** PUBLIC SYSTEMS EVALUATION, INC, 929 MASSACHUSETTS AVENUE, CAMBRIDGE MA 02139. 258 p. 1978. **NCJ-43735**

AN 18-MONTH TEST OF THE SPLIT-FORCE PATROL CONCEPT, BASED ON SEPARATION OF THE CALL-FOR-SERVICE RESPONSE AND THE CRIME PREVENTION FUNCTION, FOUND THAT ROUTINE CALLS WERE HANDLED MORE EFFICIENTLY AND ARRESTS IMPROVED. THE WILMINGTON, DELAWARE, SPLIT-FORCE PATROL EXPERIMENT WAS FORMALLY CONDUCTED FROM DECEMBER 1, 1975, THROUGH NOVEMBER 30, 1976, WITH A 6-MONTH DESIGN PERIOD. THE POLICE DEPARTMENT WAS SO PLEASED WITH THE RESULTS THAT IT CONTINUED SPLIT PATROLS PAST THE TEST PERIOD. IN GENERAL, EACH OF THE TWO PATROL FORCES HANDLES ITS OWN FUNCTIONS BUT IS AVAILABLE TO ASSIST THE OTHER IN EMERGENCY SITUATIONS. THE CALL-RESPONSE GROUP HANDLED 20.6 PERCENT MORE CALLS PER OFFICER. SINCE MANY OF THESE CALLS WERE ROUTINE, IT WAS POSSIBLE TO REDUCE THE NUMBER OF TWO-PERSON PATROLS. THIS INCREASED THE NEED FOR BACKUP CARS 2.6 PERCENT. OVERALL THERE WAS AN 18 PERCENT INCREASE IN MANPOWER EFFICIENCY. THE STRUCTURED CRIME PREVENTION PATROLS HAD A 105.5 PERCENT INCREASE IN CRIME CLEARANCES, AND ARRESTS WERE OF HIGHER QUALITY. THIS IS DUE TO IMMEDIATE FOLLOWUP AFTER A FELONY. HOWEVER, THIS INCREASE CAME AT THE EXPENSE OF A 61.4 PERCENT DROP IN CLEARANCES FOR THE DETECTIVE BUREAU. LACK OF COMMUNICATION AND COOPERATION ALSO RESULTED. IT IS SUGGESTED THIS CAN BE MITIGATED BY A MORE FUNCTION-ORIENTED WORK STRUCTURE AND BY BETTER MANAGEMENT OF THE DETECTIVE WORKLOAD. A BENEFIT WAS BETTER ACCOUNTABILITY TO MANAGEMENT AND BETTER DIRECTION. THE DESIGN OF THE EXPERIMENT, THE DESIGN OF THE EVALUATION, TIME STATISTICS, BASIC WORKLOAD STATISTICS, ARREST-RELATED STATISTICS, AND BASIC PATROL PROCEDURES ARE INCLUDED IN THIS REPORT. DISADVANTAGES OF THE EXPERIMENT HAVE BEEN THAT, WHILE DELAY TIME HAS DECREASED, TRAVEL TIME HAS INCREASED: OVERALL RESPONSE TIME HAS NOT CHANGED. THERE IS ALSO A LACK OF SECTOR IDENTITY. IT IS SUGGESTED THAT THE DISPATCHER HOLD NONCRITICAL CALLS UNTIL THE CAR IN THAT SECTOR IS NOT BUSY. IT IS A MATTER OF POLICY TO INFORM THE CALLER THAT THERE MAY BE A 30-MINUTE DELAY ON NONCRITICAL CALLS WHEN ALL UNITS ARE BUSY.

Sponsoring Agencies: WILMINGTON BUREAU OF POLICE, WILMINGTON DE; US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00668-0; NTIS. Accession No. PB-283-091. (Microfiche)

90. **US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531. MANAGING PATROL OPERATIONS PROGRAM TEST DESIGN.** 38 p. 1978. **NCJ-48147**

SELECTED ANALYTIC TECHNIQUES AND MANAGEMENT STRATEGIES OF A FIELD TEST PROGRAM TO IMPROVE THE UTILIZATION OF POLICE PATROL RESOURCES ARE DETAILED. THIS PROGRAM TEST DESIGN FORMS THE BASIS FOR THE FIELD TEST, SPONSORED BY THE NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE (NILECJ). THE GOAL OF EACH FIELD TEST EFFORT IS TO DETERMINE THE EFFECTIVENESS OF THE ELEMENTS OR PROGRAM STRATEGIES OUTLINED IN THE DOCUMENT IN VARIOUS SETTINGS AND TO EXAMINE THEIR APPLICABILITY TO OTHER JURISDICTIONS. A NUMBER OF POLICE DEPARTMENTS HAVE ALREADY EXPERIMENTED WITH ONE OR MORE OF THE ELEMENTS OF THE PATROL MANAGEMENT PROGRAM. FROM THIS PREVIOUS EXPERIMENTATION, NILECJ HAS CREATED A COMPOSITE OF THE BEST APPROACHES IN THE FIELD, WHICH ARE TO BE IMPLEMENTED IN THREE POLICE DEPARTMENTS IN CITIES WITH POPULATIONS RANGING FROM 200,000 TO 450,000. THE PRIMARY OBJECTIVES ARE TO ASSESS THE IMPACT OF THIS CONFIGURATION OF TECHNIQUES AND STRATEGIES ON PATROL EFFICIENCY AND TO DETERMINE WHETHER THE PROGRAM MERITS WIDESPREAD REPLICATION. TRADITIONAL PATROL ALLOCATION STRATEGIES ARE REVIEWED AND EVALUATED. THEN A PROGRAM DESIGN IS OUTLINED, WITH TECHNIQUES AND STRATEGY OPTIONS FOR THE PROGRAM'S TWO MAJOR PROCESSES: ALLOCATING RESOURCES (MATCHING RESOURCE ALLOCATIONS TO WORKLOAD CONDITIONS) AND UNDERTAKING DIRECTED ACTIVITY (ANALYZING CRIME AND SERVICE-ORIENTED PROBLEMS AND DEVELOPING STRATEGIES TO SOLVE THOSE PROBLEMS). AN EVALUATION DESIGN IS PRESENTED FOR USE IN DETERMINING THE DEGREE TO WHICH THE TEST PROGRAM ACHIEVED ITS OBJECTIVES AND IN IDENTIFYING CONDITIONS WHICH INHIBIT OR FACILITATE ITS SUCCESSFUL IMPLEMENTATION. THE CRITERIA USED BY NILECJ IN SELECTING SUITABLE TEST SITES ARE BRIEFLY OUTLINED, AND A SELECTED BIBLIOGRAPHY IS PROVIDED.

Availability: NCJRS MICROFICHE PROGRAM.

91. **WESTINGHOUSE NATIONAL ISSUES CENTER, 1911 JEFFERSON DAVIS HIGHWAY, ARLINGTON VA 22202. INTEGRATED CRIMINAL APPREHENSION PROGRAM—REVIEW OF PATROL OPERATIONS ANALYSIS—SELECTED READINGS FROM ICAP CITIES.** 142 p. 1978. **NCJ-49835**

TO ENCOURAGE THE EFFICIENT ALLOCATION OF POLICE RESOURCES WITH RESPECT TO THE PATROL FUNCTION, LOCAL POLICE DEPARTMENT EFFORTS AT PATROL OPER-

ATIONS ANALYSIS AND MANAGEMENT ARE DESCRIBED. PROCEDURES FOR CONDUCTING A PATROL OPERATIONS ANALYSIS STUDY ARE OUTLINED, WITH ATTENTION TO PRELIMINARY CONSIDERATIONS IN PATROL OPERATION ANALYSIS, A TECHNIQUE FOR STAFFING THE PATROL FUNCTIONS PROPORTIONATELY TO DEMAND, THE SIMI VALLEY, CALIF., POLICE DEPARTMENT WORKLOAD STUDY, A PATROL OPERATIONS OVERVIEW, AND THE USE OF DIRECTED PATROL TO INTEGRATE PATROL ASSIGNMENTS IN KANSAS CITY. THE CONSUMED-TIME METHOD OF ANALYSIS (BASED ON THE MEASUREMENT OF PATROL TIME CONSUMED BY CALLS-FOR-SERVICE, PATROL-INITITATED ACTIVITY, AND PERSONAL OR ADMINISTRATIVE ACTIVITY) IS DISCUSSED, ALONG WITH HOW THE SAN JOSE, CALIF., POLICE DEPARTMENT ALLOCATES ITS MANPOWER RESOURCE TO EACH OF THREE 10-HOUR SHIFTS. THE SIMI VALLEY APPROACH TO CONSUMED-TIME ANALYSIS IS DETAILED, FOLLOWED BY AN OVERVIEW OF THE NORFOLK, VA., POLICE DEPARTMENT'S USE OF AN INTEGRATED CRIMINAL APPREHENSION PROGRAM (ICAP), WHICH ENCOURAGES PATROL OFFICERS TO CONDUCT PRELIMINARY INVESTIGATIONS AT THE SCENE OF A CRIME AND TO BECOME AN INTEGRAL FORCE IN THE PREPARATION OF PROSECUTION CASE FILES. FINALLY, THE DEVELOPMENT AND IMPLEMENTATION OF THE KANSAS CITY DIRECTED PATROL PROGRAM IS EXAMINED; THE PROJECT USES UNCOMMITTED PATROL TIME TO ADDRESS IDENTIFIED PROBLEMS THROUGH THE IMPLEMENTATION OF A PLANNED SEQUENCE OF ACTIVITIES DEVELOPED BY OFFICERS IN WHOSE AREA A PARTICULAR PROBLEM EXISTS. TABULAR AND GRAPHIC DATA ARE INCLUDED, AS ARE VARIOUS MATHEMATICAL FORMULAS. NO REFERENCES ARE CITED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

CONTINUING INVESTIGATIONS

92. **D. C. ANDERSON. MANAGEMENT MOVES IN ON THE DETECTIVE.** CRIMINAL JUSTICE PUBLICATIONS, INC, 801 SECOND AVENUE, NEW YORK NY 10017. *POLICE MAGAZINE,* V 1, N 1 (MARCH 1978), P 4-13. **NCJ-45246**
THE TREND TOWARD INCREASED ADMINISTRATIVE MANAGEMENT OF CRIMINAL INVESTIGATIONS IS DISCUSSED, WITH EMPHASIS ON REORGANIZATION OF THE ROCHESTER, N.Y., DETECTIVE UNIT ALONG NEIGHBORHOOD TEAM POLICING LINES. THE ROCHESTER REORGANIZATION CONSISTED OF DISPERSING NEARLY HALF OF THE 120 CENTRAL INVESTIGATIVE UNIT DETECTIVES TO TEAM DISTRICTS, WHERE THEY SERVE UNDER PATROL COMMAND. THE REMAINING INVESTIGATORS WORK OUT OF A NEW CENTRAL INVESTIGATIVE DIVISION THAT CONCENTRATES ON HOMICIDES, OR IN SPECIALIZED UNITS. ROCHESTER MANAGERS HAVE ALSO IMPLEMENTED A PERFORMANCE EVALUATION PROGRAM FOR INVESTIGATORS. DETECTIVES WHO DO NOT MEASURE UP WILL BE RETURNED TO PATROL DUTY. OTHER EVIDENCE OF THE GROWING MOVEMENT TOWARD ADMINISTRATIVE MANAGEMENT OF CRIMINAL INVESTIGATIONS IS CITED, INCLUDING THE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE WORKSHOPS ON NEW APPROACHES TO INVESTIGATIONS. RESEARCH LITERATURE ON THE 'INVESTIGATION DECISION MODEL' IS CITED, AS IS AN EVALUATIVE STUDY OF THE ROCHESTER REORGANIZATION AND A SURVEY OF INVESTIGATIVE PRACTICES IN 300 POLICE DEPARTMENTS. THE SURVEY, WHICH CONCLUDED THAT MUCH OF THE INVESTIGATIVE EFFORT COULD BE ELIMINATED WITHOUT LESSENING THE EFFECTIVENESS OF CRIMINAL INVESTIGATION, DREW SOME FIRE BUT CERTIFIED DOUBTS ABOUT DETECTIVE BUREAUS. ON THE BASIS OF TALKS WITH POLICE ADMINISTRATORS AND INDEPENDENT EVALUATORS, THE EFFECTS OF ADMINISTRATIVE MANAGEMENT OF CRIMINAL INVESTIGATIONS ARE ASSESSED IN THE AREAS OF STAFFING, EFFECTIVENESS OF PATROL, AND CASE SCREENING. IT IS CONCLUDED THAT THE MOST SIGNIFICANT EFFECT OF THE MANAGEMENT MOVEMENT HAS BEEN THAT IT HAS CAUSED MANY POLICE TO RETHINK THE PROCESS OF INVESTIGATING CRIMES. QUESTIONS THAT REMAIN TO BE ANSWERED IN THE EVALUATION OF CRIMINAL INVESTIGATION MANAGEMENT ARE NOTED.

93. **BIRMINGHAM POLICE DEPARTMENT, CITY HALL, 710 NORTH 20TH STREET, BIRMINGHAM AL 35203. BIRMINGHAM (AL) POLICE DEPARTMENT—MANAGING CRIMINAL INVESTIGATIONS (MCI) FIELD TEST—EVALUATION REPORT, SEPTEMBER, 1978.** 105 p. 1978. **NCJ-55103**
THE CRIMINAL INVESTIGATION PROCESS OF THE BIRMINGHAM, ALA. POLICE DEPARTMENT WAS EVALUATED UNDER AN LEAA GRANT TO DETERMINE WHETHER THE FINDINGS OF A RAND CORPORATION STUDY WERE APPLICABLE TO THIS CITY. RECENT STUDIES IN THE AREA OF THE CRIMINAL INVESTIGATION PROCESS HAVE SHOWN THAT THE HIGH COST HAS NOT RESULTED IN A PROPORTIONATELY HIGH CLEARANCE RATE. THE RAND STUDY CONFIRMED THIS FINDING AND FOUND ADDITIONAL PROBLEMS WITH THE PROCESS. IN RECOGNITION OF THESE PROBLEMS, THE NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE FUNDED PROGRAMS FOR MODIFYING MANAGEMENT OF CRIMINAL INVESTIGATIONS IN FIVE CITIES. THE BIRMINGHAM PROGRAM (MCI) FOCUSED ON LARCENIES AND BURGLARIES AND THE RELATIONSHIP OF THE CRIMINAL INVESTIGATIONS PROCESS TO OVERALL DEPARTMENTAL ACTIVITIES. THE PROGRAM, ESTABLISHED IN OCTOBER, 1976, HAS INCREASED THE RESPONSIBILITY OF PATROL OFFICERS FOR ON-SCENE INVESTIGATIONS AND ENSURED GREATER COOPERATION BETWEEN PATROL OFFICERS AND DETECTIVES. THE EVALUATION OF THE MANAGEMENT AND REALLOCATION COMPONENT OF THE PROGRAM FOUND THAT WHILE IT IS IMPORTANT TO ESTABLISH STANDARD OPERATING PROCEDURES, OPPORTUNITY SHOULD BE PROVIDED FOR A PARTICIPATIVE APPROACH TO PROBLEM SOLVING. THE PROGRAM'S INITIAL INVESTIGATION COMPONENT HAS BEEN SUCCESSFUL IN FURTHERING MCI GOAL ATTAINMENT, WHILE HAVING A POSITIVE IMPACT ON OVERALL DEPARTMENTAL PROCEDURES. THE PROGRAM'S CASE SCREENING PROCEDURE HAS MET ITS OBJECTIVES AND HAS RESULTED IN SCREENING OUT 85 TO 90 PERCENT OF CASES IN WHICH DETECTIVES WOULD HAVE BECOME INVOLVED. WHILE MANAGEMENT OF CONTINUING INVESTIGATIONS HAS IMPROVED, THERE IS STILL A NEED FOR IMPROVED SUPERVISION. BIRMINGHAM PROSECUTORS HAVE SHOWN NO INTEREST IN HAVING POLICE USE RAND'S 39 EVIDENTIARY QUESTIONS. PROSECUTORS HAVE ISSUED CONDITIONAL WARRANTS IN CASES WHERE BOTH THE POLICE AND PROSECUTORS RECOGNIZE THAT WHILE ADDITIONAL INVESTIGATION IS NEEDED, IT IS IMPORTANT TO GET THE OFFENDER INTO CUSTODY. REFERENCES AND STATISTICAL TABLES ARE INCLUDED. DETAILED STATISTICAL DATA ARE APPENDED.

Sponsoring Agency: LEAA (SEE US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION).

94. **G. R. BLAKEY, R. GOLDSTOCK, and C. H. ROGOVIN. RACKETS BUREAU—INVESTIGATION AND PROSECUTION OF ORGANIZED CRIME.** CORNELL UNIVERSITY LAW SCHOOL, MYRON TAYLOR HALL, ITHACA NY 14850. 179 p. 1978. **NCJ-41953**

TRADITIONALLY, LAW ENFORCEMENT REACTED TO INDIVIDUAL CRIMINAL BEHAVIOR THROUGH THE AGENCIES OF THE CRIMINAL JUSTICE SYSTEM, POLICE, PROSECUTORS, COURTS, AND CORRECTIONS. THE MOST SOPHISTICATED RESPONSE TO ORGANIZED CRIME TODAY, HOWEVER, INTEGRATES INVESTIGATORS AND PROSECUTORS INTO A PROACTIVE EFFORT. THIS PRESCRIPTIVE PACKAGE DESCRIBES AND COMMENTS ON THE GENERAL STATE OF THE ART IN THE OFFICES OF LOCAL DISTRICT ATTORNEYS OR STATE ATTORNEYS GENERAL, BASED ON A FIELD ANALYSIS OF TWELVE REPRESENTATIVE UNITS. IT ALSO IDENTIFIES THE MOST SIGNIFICANT ASPECTS OF THEIR WORK, DISCUSSES THEIR PROBLEMS, EVALUATES THEIR EFFORTS, AND PROPOSES STANDARDS FOR THEIR ESTABLISHMENT, ORGANIZATION, AND OPERATION. THE PACKAGE ALSO INCLUDES DETAILED INFORMATION ON SELECTED INVESTIGATIVE AND PROSECUTIVE UNITS IN KINGS COUNTY (BROOKLYN), NEW YORK, COLORADO, FLORIDA, LOUISIANA, MICHIGAN, NEW JERSEY, AND WISCONSIN. STUDY FINDINGS REVEALED THAT ATTORNEY-INVESTIGATOR RELATIONS ARE CRUCIAL TO THE SUCCESSFUL OPERATION OF PROACTIVE UNITS TARGETED ON ORGANIZED CRIME AND THAT BOTH ATTORNEYS AND INVESTIGATORS ASSIGNED TO SUCH UNITS ARE TOO FEW IN NUMBER, INSUFFICIENTLY EXPERIENCED, AND INADEQUATELY COMPENSATED. TRAINING AS A WHOLE WAS FOUND TO BE WOEFULLY INADEQUATE. IN ADDITION, THE STUDY POINTED TO A CLEAR AND PRESSING NEED TO THINK THROUGH AND RAISE THE QUALITY OF SPECIALIZED UNITS DESIGNED FOR THE INVESTIGATION AND PROSECUTION OF ORGANIZED CRIME, INCLUDING THOROUGH INTERNAL AND OUTSIDE REVIEW AND EVALUATION. APPENDED MATERIALS INCLUDE A DISCUSSION OF THE USES OF THE PHRASE 'ORGANIZED CRIME,' WITH PARTICULAR EMPHASIS ON THE LEGAL MEANING; EXCERPTS FROM THE PROJECT PLAN OF THE COLORADO ORGANIZED CRIME STRIKE FORCE; A RACKETS BUREAU INVESTIGATIVE PLAN, AN EXAMINATION OF THE USE OF CIVIL ACTIONS AGAINST ORGANIZED CRIME; AN ANALYSIS OF THE PROBLEM OF SENTENCING THE RACKETEER; AND A CHART OF LAW AND UNIT RESOURCES.

Supplemental Notes: PRESCRIPTIVE PACKAGE SERIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00592-6; NCJRS MICROFICHE PROGRAM.

95. **P. B. BLOCH and J. BELL. MANAGING INVESTIGATIONS—THE ROCHESTER SYSTEM.** URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037; POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006. 96 p. 1976. **NCJ-34715**

THIS REPORT EVALUATES AND DESCRIBES THE CHARACTERISTICS AND OPERATIONS OF THE ROCHESTER (NY) COORDINATED TEAM PATROL (CTP) PROGRAM THAT ENABLED THE TEAM TO CLEAR MORE CRIMES AND MAKE MORE ARRESTS THAN NONTEAM PERSONNEL. EARLY IN 1971 THE ROCHESTER, NEW YORK, POLICE DEPARTMENT INITIATED AN EXPERIMENT CALLED COORDINATED TEAM PATROL (CTP), A VARIANT OF NEIGHBORHOOD TEAM POLICING, IN CERTAIN PARTS OF THAT CITY. THE GOAL OF THE EXPERIMENT WAS TO DETERMINE WHETHER THE CTP SYSTEM COULD IMPROVE THE DEPARTMENT'S INVESTIGATIVE AND APPREHENSION OPERATIONS. THE TWO TEAMS CONSISTED OF ABOUT 30 PATROL OFFICERS PLUS SIX DETECTIVES, ALL RESPONSIBLE TO THE PATROL TEAM COMMANDER. THE TEAMS WERE RESPONSIBLE FOR PROVIDING MOST PATROL AND INVESTIGATIVE SERVICES TO THEIR ASSIGNED AREAS OF THE CITY. A PREVIOUS REPORT ON THIS EXPERIMENT, AUDITING CLEARANCE RATES, CONFIRMED THE DEPARTMENT'S OWN BELIEF THAT PATROL OFFICERS AND INVESTIGATIVE PERSONNEL INVOLVED IN CTP WERE MORE PRODUCTIVE THAN NON-CTP PERSONNEL IN DEALING WITH THE TARGETED CRIMES OF BURGLARY, ROBBERY, AND LARCENY. THE PRESENT REPORT FURTHER CONFIRMS THESE EARLIER RESULTS AND DESCRIBES THE ELEMENTS OF THE ROCHESTER SYSTEM, WHICH CONTRIBUTED TO ITS SUCCESS AND CAUSED THE ROCHESTER POLICE DEPARTMENT TO EXPAND ITS USE TO ALL PARTS OF THE CITY IN 1975. SOME OF THESE ELEMENTS, ALONE OR IN COMBINATION, ARE BELIEVED TO BE PROMISING METHODS OF IMPROVING POLICE OPERATIONS IN OTHER DEPARTMENTS. INNOVATIONS OF GREATEST VALUE WERE 'EARLY CASE CLOSURE', WHICH AIDED IN PREVENTING WASTED EFFORT OR UNPRODUCTIVE INVESTIGATIONS AND 'CENTRALIZED CASE MANAGEMENT'. THE MOST NOTEWORTHY PROBLEM UNCOVERED BY THIS EVALUATION WAS THE COMPARATIVE FAILURE OF THE TEAMS TO OBTAIN PROSECUTION FOR THEIR ON-SCENE ARRESTS. THE FACTORS RESPONSIBLE FOR THIS COMPARATIVE LACK OF TEAM SUCCESS HAVE YET TO BE FULLY DETERMINED, AND STEPS ARE BEING TAKEN BY THE DEPARTMENT BOTH TO DIAGNOSE THE PROBLEM AND TO TEST CORRECTIVE MEASURES.

Availability: POLICE FOUNDATION, 1909 K STREET, NW, WASHINGTON DC 20006.

96. **P. B. BLOCH and D. R. WEIDMAN. MANAGING CRIMINAL INVESTIGATIONS.** URBAN INSTITUTE, 2100 M STREET, NW, WASHINGTON DC 20037. 253 p. 1975. **NCJ-19486**

PRESCRIPTIVE PACKAGE DESIGNED TO ASSIST POLICE MANAGERS TO IMPROVE THE SUCCESS OF THEIR DEPARTMENTS' CRIMINAL INVESTIGATION EFFORTS. WHILE SKILLED DETECTIVES ARE OFTEN ESSENTIAL, THERE ARE A NUMBER OF NEW METHODS POLICE MANAGERS CAN ADOPT TO IMPROVE INVESTIGATIVE SUCCESS. MANAGEMENT ISSUES ADDRESSED INCLUDE BUDGETING AND ALLOCATING RESOURCES; IMPROVING RELATIONSHIPS WITH THE PROSECUTOR; INTERACTING WITH THE PUBLIC, ESPECIALLY VICTIMS AND WITNESSES; IMPROVING RELATIONSHIPS BETWEEN INVESTIGATORS AND PATROL OFFICERS; DECENTRALIZING DETECTIVE ASSIGNMENTS, PARTICULARLY IN NEIGHORHOOD TEAM POLICING APPROACHES; USING CIVILIAN EMPLOYEES FOR INVESTIGATIVE TASKS; ASSIGNING PERSONNEL; SUPERVISING AND TRAINING INVESTIGATIVE PERSONNEL; IMPROVING INVESTIGATIVE PROCEDURES; AND CONDUCTING INVESTIGATIVE ACTIVITIES NOT RELATED TO SPECIFIC CASES. THE SUGGESTIONS ARE BASED ON AN EXAMINATION OF THE INVESTIGATIVE PRACTICES OF SIX SELECTED POLICE DEPARTMENTS, A REVIEW OF THE RELEVANT LITERATURE AND RECENT EXPERIMENTS IN OTHER DEPARTMENTS, AND THE OBSERVATIONS AND CONCLUSIONS OF A PANEL OF EXPERIENCED POLICE OFFICIALS. IT IS ESPECIALLY INTERESTING TO NOTE THAT MANY OF THE IDEAS REQUIRE LITTLE OR NO ADDITIONAL RESOURCES. THIS REPORT IS WRITTEN PRIMARILY FOR POLICE CHIEFS AND HEADS OF DETECTIVE UNITS, BUT SHOULD ALSO BE OF INTEREST TO OTHER POLICE OFFICIALS AND TO LOCAL GOVERNMENT OFFICIALS SUCH AS CITY MANAGERS.

Supplemental Notes: PRESCRIPTIVE PACKAGE SERIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00337-1; NCJRS MICROFICHE PROGRAM.

97. **D. F. CAWLEY, H. J. MIRON, W. J. ARAUJO, R. WASSERMAN, T. A. MANNELLO, and Y. HUFFMAN. MANAGING CRIMINAL INVESTIGATIONS.** UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC. 359 p. 1976. **NCJ-40305**

REPORT EXAMINES AND OFFERS PROPOSALS FOR THE BETTER MANAGEMENT OF CRIMINAL INVESTIGATIONS. IN 1966 A PRESIDENTIAL COMMISSION NOTED THAT ONLY 35 PERCENT OF REPORTED MAJOR CRIMES RESULTED IN CONVICTION. A DECADE LATER THOSE PERCENTAGES REMAIN THE SAME, AND OBSERVERS HAVE QUESTIONED THE METHODS OF CRIMINAL INVESTIGATORS. THIS STUDY CONTAINS SOME RECOMMENDATIONS THAT THE AUTHORS BELIEVE MAY REMEDY THE SITUATION. SOME OF THESE INCLUDE DEVELOPMENT OF A POLICE/PROSECUTOR RELATIONSHIP THAT WILL RESULT IN BETTER CASE INVESTIGATION AND PREPARATION AND GREATER LIKELIHOOD OF SUCCESSFUL PROSECUTION, AND RE-EXAMINING THE AGENCY STRUCTURE TO MAXIMIZE THE USE OF ALL PERSONNEL. OTHERS INCLUDE ESTABLISHMENT OF A CASE-SCREENING SYSTEM THAT WILL REMOVE NONSOLVABLE CASES FROM THE INVESTIGATIVE PROCESS AT AN EARLY POINT, AND INCREASED PARTICIPATION BY UNIFORMED PERSONNEL IN AN INVESTIGATION AT THE TIME THE CRIME IS COMMITTED. A COMPANION PARTICIPANT'S HANDBOOK TO MANAGEMENT OF CRIMINAL INVESTIGATIONS IS THE SUBJECT OF NCJ-40294.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

98. **D. F. CAWLEY, H. J. MIRON, W. J. ARAUJO, R. WASSERMAN, T. A. MANNELLO, and Y. HUFFMAN. MANAGING CRIMINAL INVESTIGATIONS MANUAL.** UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC. 261 p. 1977. **NCJ-42596**

THIS MANUAL IDENTIFIES BENEFITS TO BE GAINED BY THE EMPLOYMENT OF MODERN MANAGEMENT METHODS AND SYSTEMS IN THE OPERATION OF CRIMINAL INVESTIGATIONS. INFORMATION AND OPTIONS ABOUT THE KEY COMPONENTS OF THE PROCESS OF MANAGING CRIMINAL INVESTIGATIONS ARE PRESENTED FOR CONSIDERATION AND REVIEW. SOME SUGGESTED INNOVATIONS INVOLVE INCREASED PARTICIPATION BY UNIFORMED PERSONNEL IN A COMPREHENSIVE INITIAL INVESTIGATION SYSTEM, THE ESTABLISHMENT OF A CASE-SCREENING SYSTEM THAT WILL REMOVE NON-SOLVABLE CASES FROM THE INVESTIGATIVE PROCESS AT AN EARLY POINT, AND THE DEVELOPMENT OF A POLICE AND PROSECUTION RELATIONSHIP THAT WILL RESULT IN MORE EFFECTIVE INVESTIGATION AND LIKELIHOOD OF SUCCESSFUL PROSECUTION. THE MANUAL ALSO DISCUSSES THE ESTABLISHMENT OF A MANAGEMENT INFORMATION SYSTEM WHICH PROVIDES AGENCY ADMINISTRATORS WITH APPROPRIATE INFORMATION FOR MANAGING THE CRIMINAL INVESTIGATIVE PROCESS. A RE-EXAMINATION OF AGENCY STRUCTURE TO MAXIMIZE THE USE OF ALL PERSONNEL IS URGED. THE DEVELOPMENT OF INVESTIGATIVE MANAGEMENT TECHNIQUES FOR THE IMPROVED USE OF DETECTIVE PERSONNEL IS ALSO CONSIDERED. IT IS EXPECTED THAT CONSIDERATION AND APPROPRIATE IMPLEMENTATION OF MANUAL RECOMMENDATIONS WILL BRING AN INCREASING NUMBER OF ARRESTS FOR SERIOUS CRIMES THAT CAN BE ACCEPTED FOR PROSECUTION AND SUBSEQUENT CONVICTION. SEVERAL APPENDICES ARE PROVIDED AS SUPPORTIVE INFORMATION ABOUT ACTUAL EXPERIENCES IN IMPLEMENTING NEW APPROACHES TO THE MANAGEMENT OF CRIMINAL INVESTIGATIONS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

99. **D. F. CAWLEY, H. J. MIRON, W. J. ARAUJO, R. WASSERMAN, T. A. MANNELLO, and Y. HUFFMAN. MANAGING CRIMINAL INVESTIGATIONS—PARTICIPANT'S HANDBOOK.** UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC. 159 p. 1977. **NCJ-40294**

REPORT OF HIGHLIGHTS OF WORKSHOP TRAINING SESSION ON IMPROVEMENTS IN HANDLING CRIMINAL INVESTIGATIONS. THE SESSION WAS ATTENDED BY CRIMINAL INVESTIGATORS AND LAW ENFORCEMENT OFFICIALS FROM DELAWARE, THE DISTRICT OF COLUMBIA, MARYLAND, PENNSYLVANIA, VIRGINIA, AND WEST VIRGINIA. IT WAS HELD IN EARLY MARCH 1977. THE SESSION AIMED TO INFORM PARTICIPANTS OF RECENT ADVANCES IN CRIMINAL INVESTIGATION MANAGEMENT, AND OF USING A TEAM PROCESS FOR ANALYZING AND SOLVING PROBLEMS TO PRODUCE LOCAL AGENCY ACTION PLANS. THE WORKSHOP ALSO AIMED TO APPRISE PARTICIPANTS OF A SYSTEMS APPROACH TO THE MANAGEMENT OF CRIMINAL INVESTIGATIONS, AND OF STRATEGIES FOR ALTERING A TYPICAL POLICE AGENCY'S STRUCTURE TO CREATE BETTER INVESTIGATIONS MANAGEMENT. A COMPANION MANUAL FOR MANAGING CRIMINAL INVESTIGATIONS IS THE SUBJECT OF NCJ-40305.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

100. **D. F. CAWLEY, H. J. MIRON, and W. J. ARAUJO. MANAGING CRIMINAL INVESTIGATIONS—TRAINER'S HANDBOOK.** UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC. 120 p. 1977. **NCJ-51327**

THIS HANDBOOK FOR INSTRUCTORS OF THE MANAGING CRIMINAL INVESTIGATIONS (MCI) TRAINING PROGRAM IS DESIGNED TO BROADEN THE KNOWLEDGE OF POLICE EXECUTIVES IN TECHNOLOGY AND RESEARCH RELATING TO CRIMINAL INVESTIGATION. THE TRAINING GOAL OF THE MCI PROGRAM IS TO IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF THE CRIMINAL INVESTIGATION PROCESS BY PROVIDING POLICE MANAGERS WITH SUFFICIENT KNOWLEDGE TO APPLY NEW TECHNOLOGY AND RESEARCH TO ELEMENTS OF THE PROCESS. THE SCHEDULE FOR THE 3-DAY TRAINING PROGRAM IS OUTLINED; SESSION GOALS, MATERIALS, AND LOGISTICS FOR THE DAILY PROGRAM SEGMENTS ARE PRESENTED, AND TRAINER INSTRUCTIONS AND POINTS FOR DISCUSSION ARE INCLUDED. THE TRAINING PROGRAM IS DESIGNED FOR POLICE CHIEFS, PATROL, INVESTIGATION OR INVESTIGATIVE COMMANDERS, AND POLICE TRAINERS AND PLANNERS. THE COURSE IS 17 HOURS LONG AND CONSISTS OF 15 SESSIONS. SESSION TOPICS INCLUDE AN OVERVIEW OF MCI, PROBLEM-ORIENTED, GROUP-PLANNING PROCESSES, THE PATROL ROLE IN THE INITIAL INVESTIGATION, CASE SCREENING, MANAGING THE CONTINUING INVESTIGATION, POLICE/PROSECUTOR RELATIONS, PEER-GROUP INFORMATION EXCHANGES, MONITORING SYSTEMS, FIELD-TEST-SITE RESPONSE AND CHANGE OPPORTUNITIES, AND STRATEGIES FOR IMPLEMENTING THE SYSTEM. THE APPENDIX CONTAINS VARIOUS SEATING ARRANGEMENTS FOR THE PROGRAM.

Supplemental Notes: EXECUTIVE TRAINING PROGRAM IN ADVANCED CRIMINAL JUSTICE PRACTICES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: NCJRS MICROFICHE PROGRAM.

101. **C. H. CORRIGAN. OAKLAND COUNTY (MI) SPECIAL TASK FORCE—FINDING THE CHILD-KILLER IN THE WOODWARD CORRIDOR—MAJOR CASE INVESTIGATION—TEAM MANUAL—POLICE TECHNICAL ASSISTANCE REPORT.** PUBLIC ADMINISTRATION SERVICE, 1776 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 239 p. 1978. **NCJ-53805**

THE MAJOR CASE TEAM CONCEPT, A COOPERATIVE ARRANGEMENT TO POOL POLICE SERVICES OR RESOURCES IN

MICHIGAN TO SOLVE A PARTICULARLY DIFFICULT CRIME OR SERIES OF CRIMES, IS EXAMINED. THE TEAM CONCEPT WAS DEVELOPED IN THE COURSE OF AN INTENSIVE INVESTIGATION OF SEVEN POSSIBLY RELATED MURDERS OF CHILDREN IN THE WOODWARD CORRIDOR REGION OF SUBURBAN DETROIT, MICH. BETWEEN EARLY 1976 AND MARCH 1977, FIVE GIRLS AND TWO BOYS WERE ABDUCTED, ASSAULTED, AND EVENTUALLY MURDERED AND DUMPED ALONG ROADWAYS, IN DITCHES, OR ON PARKING LOTS IN THE AREA. AS THE MURDERS ACCUMULATED AND THE INVESTIGATIONS INTENSIFIED, CERTAIN AD HOC INVESTIGATORY ARRANGEMENTS AND STRUCTURES DEVELOPED THAT WERE EVENTUALLY EVALUATED AND AMENDED TO CREATE AN EFFICIENT TEAM FORMULA FOR INTERJURISDICTIONAL INVESTIGATIONS OF ACTUAL OR SUSPECTED TRANSJURISDICTIONAL CRIMES, ESPECIALLY MULTIPLE INCIDENTS THAT ARE SEEMINGLY RELATED. THE TEAM CONCEPT FACILITATES FUTURE POLICE COOPERATION BY PROVIDING FOR PREOPERATIONAL ORGANIZATION, PLANNING, AND TRAINING BY NEIGHBORING JURISDICTIONS THAT MAY EVENTUALLY NEED TO INTERACT IN THE INVESTIGATION OF CERTAIN TARGET INCIDENTS. FOLLOWING A REVIEW OF THE SEVEN MURDERS, THEIR INITIAL INVESTIGATION, AND THE EARLY DEVELOPMENT OF THE TEAM APPROACH, A MANUAL OUTLINES THE CODIFIED MAJOR CASE TEAM ELEMENTS, WITH ATTENTION TO THE ORGANIZATION OF THE COMMAND POST, FIELD OPERATIONS, AND SUPPORT SERVICES. EVALUATING TEAM OPERATIONS IS ALSO DISCUSSED. THE BULK OF THE VOLUME IS DEVOTED TO APPENDIXES COVERING THE HEADQUARTERS PHYSICAL PLANT, PERSONNEL AND BUILDING SECURITY, TELEPHONE OPERATIONS, TIP ROOM OPERATIONS, COMPUTER ROOM OPERATIONS, RADIO COMMUNICATIONS, AND INTERNAL INFORMATION SYSTEMS. THE MAJOR CASE TEAM HANDBOOK IS ALSO APPENDED, ALONG WITH A COURT RULING ON THE EXERCISE OF LOCAL POLICE POWERS AND A SUMMARY OF SPECIAL TEAM PROJECTS. VARIOUS FORMS AND MAPS ARE INCLUDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

102. **L. C. COTTELL. NEW YORK CITY—POLICE DEPARTMENT—DETECTIVE BUREAU WORKLOAD ANALYSIS—INTERIM REPORT.** NEW YORK CITY POLICE DEPARTMENT, 240 CENTRE STREET, NEW YORK NY 10013. 108 p. 1973. **NCJ-19220**

A STUDY OF THE AMOUNT OF TIME DETECTIVES SPEND IN INVESTIGATING DIFFERENT KINDS OF CASES TO DETERMINE OPTIMUM MANPOWER ALLOCATIONS FOR EACH SQUAD, DISTRICT, BOROUGH AND THE WHOLE DETECTIVE BUREAU OF NEW YORK CITY. THROUGH A STATISTICAL ANALYSIS OF INVESTIGATION TIMES AND CURRENT ALLOCATION POLICIES, THE DETECTIVE BUREAU WAS ABLE TO ELIMINATE THE FUGITIVE SQUAD, DEVISE A MORE EQUITABLE PERFORMANCE MEASUREMENT SCALE GEARED NOT SOLELY TO THE NUMBER OF ARRESTS, BUT TO THE DIFFICULTY OF THE CASE, AND THE ELIMINATION OF CERTAIN TYPES OF INVESTIGATIONS FROM THE JURISDICTION OF THE DETECTIVE BUREAU. THE ELIMINATED INVESTIGATIONS INCLUDE NON-CRIMINAL MOTOR VEHICLE HOMICIDES, LEAVING THE SCENE OF AN ACCIDENT, AND MISSING PERSONS INVESTIGATIONS.

Availability: NEW YORK CITY POLICE DEPARTMENT, 240 CENTRE STREET, NEW YORK NY 10013; NCJRS MICROFICHE PROGRAM.

103. **I. GREENBERG and R. WASSERMAN. MANAGING CRIMINAL INVESTIGATIONS.** ABT ASSOCIATES, INC, 55 WHEELER STREET, CAMBRIDGE MA 02138. 130 p. 1979. **NCJ-61427**

DRAWING UPON THE MCI (MANAGING CRIMINAL INVESTIGATIONS) FIELD TEST EXPERIENCE AND AVAILABLE LITERATURE, THIS REPORT OUTLINES A RANGE OF OPTIONS FOR BETTER MANAGEMENT OF THE INVESTIGATIVE FUNCTION. THE FIVE MCI MODEL COMPONENTS ARE THE INITIAL INVESTIGATION, CASE SCREENING, MANAGEMENT OF THE CONTINUING INVESTIGATION, POLICE-PROSECUTOR RELATIONS, AND AN INVESTIGATIVE MONITORING SYSTEM. ALTHOUGH PRELIMINARY FINDINGS INDICATE THAT THE FIELD TEST ACHIEVEMENTS APPEAR TO BE MODEST ALONG EACH OF THREE VALUED DIMENSIONS--RESOURCES SAVED, INVESTIGATIVE EFFICIENCY, AND INVESTIGATIVE EFFECTIVENESS--THE PROGRAM DID SUCCESSFULLY CONSTRUCT A FRAMEWORK FOR GOAL ACHIEVEMENT IN THE INVESTIGATIVE PROCESS. THUS, MCI SHOULD BE VIEWED AS ONGOING AND EXTENDING TO THE DEVELOPMENT OF THE KINDS OF INVESTIGATIVE FUNCTIONS AND STRATEGIES THAT HAVE DIRECT IMPLICATIONS FOR EFFICIENCY. CONDITIONS FOR SUCCESSFUL IMPLEMENTATION OF MCI INCLUDE COMMITMENT FROM TOP MANAGEMENT, TRAINING, A CALL-SCREENING SYSTEM, A MANAGEMENT INFORMATION SYSTEM, THE SERVICES OF A POLICY ANALYST, AND ASSESSMENT OF THE COST IMPLICATIONS OF MCI. DUE TO THE FIELD TEST EXPERIENCE, THE PROGRAM DESIGN HAS BEEN REVISED. ELEMENTS ADDED TO IMPROVE ALLOCATION EFFICIENCY INCLUDE AN EXPANDED ROLE FOR THE PATROL OFFICER, A SPECIAL REPORTING FORM, A CALL-SCREENING SYSTEM INTENDED TO INCREASE UNCOMMITTED PATROL TIME, AND NEW PROCEDURES FOR PATROL SUPERVISORS. FOR CASE SCREENING, THE ELEMENTS ARE A SYSTEM FOR SCREENING OUT PREDICTABLE 'UNSOLVABLE' CASES, FLEXIBLE SCREENING CRITERIA, A SCREENING MODEL THAT REFLECTS LOCAL INVESTIGATIVE PRIORITIES, AND MORE. INVESTIGATION EFFICIENCY ALSO IS DEPENDENT ON CHANGES IN POLICE DEPARTMENT POLICY OUTSIDE THE INVESTIGATIVE FUNCTION, SUCH AS PERSONNEL AND PROMOTION POLICIES. SUGGESTED POLICY REVISIONS AND GUIDELINES AND PROCEDURES FOR EVALUATING AN MCI PROGRAM ARE GIVEN. FOOTNOTES, TABLES, A BIBLIOGRAPHY, AND APPENDIXES (ALTERNATIVE INVESTIGATIVE FUNCTIONS AND STRATEGIES AND A SUGGESTED EVALUATION PLAN FOR SELECTED MCI COMPONENTS) ARE INCLUDED.

Supplemental Notes: PROGRAM DESIGN—A GUIDE TO IMPLEMENTATION.

Sponsoring Agency: US DEPARTMENT OF JUSTICE OFFICE OF DEVELOPMENT, TESTING AND DISSEMINATION, 633 INDIANA AVENUE, WASHINGTON DC 20531.

Availability: GPO. Stock Order No. 027-000-00872-1.

104. **T. F. HASTINGS. ROCHESTER (NY) POLICE DEPARTMENT—MANAGING CRIMINAL INVESTIGATIONS—FINAL/EXECUTIVE SUMMARY REPORT.** ROCHESTER POLICE BUREAU, PUBLIC SAFETY BUILDING, ROCHESTER NY 14614. 514 p. **NCJ-57562**

LEAA-STATED GOALS AND ROCHESTER, NEW YORK, POLICE DEPARTMENT GRANT OBJECTIVES FOR A PROJECT TO IMPROVE CRIMINAL INVESTIGATIONS EFFECTIVENESS ARE DISCUSSED AND EVALUATED. THE PROPOSAL/CONTRACT FOR THE INVESTIGATIONS PROJECT HAD THE FOLLOWING LEAA-STATED GOALS: (1) REDUCE THE NUMBER OF CRIMINAL INVESTIGATORS PERFORMING TRADITIONAL CASE ASSIGNMENTS/FOLLOWUP TASKS BY REASSIGNING THEM TO OTHER INVESTIGATIVE ACTIVITIES; (2) DEVELOP A MORE EFFECTIVE ONSCENE INVESTIGATION PROCESS BOTH TO REDUCE THE TIME REQUIRED FOR FOLLOWUP WORK AND INCREASE THE NUMBER OF ARRESTS AND PROSECUTIONS; (3) IMPLEMENT A CASE SCREENING SYSTEM BASED UPON A DECISION MODEL THAT WILL SERVE TO SUSPEND CASES WHICH ARE UNPROMISING FOR FURTHER INVESTIGATION AT SPECIFIED POINTS IN THE INVESTIGATIVE PROCESS; AND (4) DEVELOP MORE THOROUGH CASE PREPARATION PROCEDURES BASED UPON INCREASED COMMUNICATION WITH THE PROSECUTOR AND THEREBY GAIN BETTER UNDER-

STANDING OF THE REQUIREMENTS OF THE PROSECUTOR'S OFFICE AND REDUCE THE NUMBER OF CASES DISMISSED. TASKS TO BE PERFORMED UNDER EACH OF THESE GOALS ARE DESCRIBED. THE ROCHESTER POLICE DEPARTMENT FURTHER DECIDED UPON CERTAIN OBJECTIVES IT WISHED TO ATTAIN BEYOND LEAA'S STATED GOALS: (1) DEVELOP A SET OF OPERATIONAL GUIDELINES AND IMPLEMENT A TRAINING PROGRAM AIMED AT MAKING FIELD SUPERVISORS EFFECTIVE MANAGERS OF THE DECENTRALIZED INVESTIGATIVE SYSTEM; (2) DEVELOP CASE PREPARATION CRITERIA AS THE BASIS FOR DETERMINING THAT THE MAXIMUM AMOUNT OF AVAILABLE INFORMATION IS READY FOR THE PROSECUTION; (3) VALIDATE THE STANFORD RESEARCH INSTITUTE CRITERIA FOR CASE SCREENING FOLLOWING ONSCENE INVESTIGATION TO PROVIDE FOR PROMPT SUSPENSION OF UNPROMISING CASES BASED UPON EVIDENCE OBTAINED AT THIS STAGE; AND (4) IMPROVE REPORTING FORMS AND PROCEDURES TO IMPROVE THE QUALITY OF INVESTIGATIONS. THE GRANT WAS THE SUBJECT OF TWO 'IN-HOUSE' AND TWO PRIVATE EVALUATIONS. THE LOCAL EVALUATION AND A RESPONSE TO THAT EVALUATION BY THE PROJECT DIRECTOR ARE INCLUDED AS ATTACHMENTS. THE PRIVATE EVALUATIONS ARE STILL UNDER CONSIDERATION. ATTACHMENTS ALSO INCLUDE A COPY OF THE FINAL FINANCIAL REPORT AND THE MANAGING CRIMINAL INVESTIGATIONS SUPERVISOR MANUAL.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

105. **B. F. HILLEN. NEW YORK CITY POLICE DEPARTMENT'S INVESTIGATIVE CASE MANAGEMENT SYSTEM—AN IMPACT STUDY.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. *JOURNAL OF POLICE SCIENCE AND ADMINISTRATION,* V 7, N 4 (DECEMBER 1979), P 400-425. **NCJ-64138**

THIS STUDY FOCUSES ON THE IMPACT OF THE NEW YORK CITY POLICE DEPARTMENT CASE MANAGEMENT SYSTEM (CMS) USED FOR CRIMINAL INVESTIGATIONS. THE CMS IS DESIGNED TO INCREASE INPUT BY AND FEEDBACK TO THE INVESTIGATOR'S SUPERVISOR. QUALITY INVESTIGATIONS ARE ACHIEVED BY EARLY SUPERVISOR INPUT AND CONTROL OF INVESTIGATIONS; ESTABLISHMENT OF A DEPARTMENT-WIDE STANDARDIZED INVESTIGATIVE SYSTEM; AND DOCUMENTED INDIVIDUAL CASE FOLDERS FOR CASES RECEIVING INPUT BEYOND USUAL INITIAL INVESTIGATION. TO EXAMINE THE SYSTEM'S QUALITY IMPROVEMENT OF CRIMINAL INVESTIGATIONS, EVALUATORS STATISTICALLY ANALYZED DATA ON THE ROBBERY, BURGLARY, AND SEX CRIMES SQUADS AND ON THREE SELECTED PRECINCT INVESTIGATION UNITS' CUMULATIVE ARREST AND CLEARANCE RATES FOR JANUARY THROUGH MARCH 1974 (PRESYSTEM) AND JANUARY THROUGH MARCH 1975 (SYSTEM IN USE). A LIKERT-TYPE QUESTIONNAIRE TECHNIQUE WAS ALSO USED TO EVALUATE THE COURT PRESENTATION, SUPERVISORY INPUT, AND DOCUMENTATION VALUES OF THE CMS. THE FINDINGS SHOW THAT THE CMS HAS HAD MODEST SUCCESS IN REACHING ITS OBJECTIVES AND THAT IT APPEARS LIKELY TO PRODUCE AN EFFECTIVE INVESTIGATIVE AID. THE APPARENT KEY TO SUCCESS RESTS ON THE CONSCIENTIOUS EFFORT AND INVOLVEMENT OF THE INVESTIGATIVE SUPERVISORS. THEIR LEADERSHIP QUALITIES AND COMPREHENSIVE APPLICATION OF THE SYSTEM'S MANAGEMENT PROCEDURES WILL DETERMINE THE DEGREE OF OVERALL IMPROVEMENT IN CRIMINAL CASE INVESTIGATIONS. A FLOW CHART ILLUSTRATES THE CMS. EXTENSIVE TABULAR DATA AND FOOTNOTES SUPPORT THE EVALUATION. A COPY OF THE QUESTIONNAIRE IS APPENDED.

Supplemental Notes: WRITE PUBLISHER FOR PRICE.

Availability: INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760.

106. **H. JOHNSTON. SANTA MONICA (CA)—POLICE DEPARTMENT—MANAGING CRIMINAL INVESTIGATIONS—FIELD TEST—AN EVALUATION.** SANTA MONICA POLICE DEPARTMENT, SANTA MONICA CA. 68 p. 1978. **NCJ-55106**

THE MANAGING CRIMINAL INVESTIGATIONS (MCI) FIELD TEST WAS IMPLEMENTED IN THE SANTA MONICA, CALIF., POLICE DEPARTMENT TO AID IN THE IDENTIFICATION AND PROSECUTION OF PERPETRATORS OF CRIMES. FROM SEPTEMBER 1976 TO DECEMBER 1976, THE DEPARTMENT DEVELOPED BASIC COMPONENTS THAT WERE TO BECOME THE FOUNDATION OF THE MCI PROGRAM: (1) CASE SCREENING SYSTEM, (2) SHIFT OF PERSONNEL, (3) INITIATION OF A MAJOR CRIMES UNIT, (4) ESTABLISHMENT OF EFFECTIVE WORKING RELATIONSHIPS BETWEEN THE POLICE AND PROSECUTORS, AND (5) INITIATION OF A MONITORING SYSTEM. ASPECTS OF THE MCI PROGRAM IMPLEMENTED DURING THE FIRST QUARTER OF 1977 WERE CASE DECISION CRITERIA (SOLVABILITY FACTORS), CITIZEN INFORMATION BULLETINS, A PROSECUTION FILING CHECKLIST, MEETINGS WITH PROSECUTION STAFF, AND A COMPUTERIZED TRACKING SYSTEM WITHIN THE POLICE DEPARTMENT. BY THE SECOND QUARTER OF 1977, THE REMAINING ELEMENTS OF THE MCI PROGRAM WERE OPERATIONALIZED, INCLUDING A PROSECUTION COMPUTERIZED TRACKING SYSTEM, COMPUTERIZED OFFICER PERFORMANCE REPORTS, AND A MANAGEMENT INFORMATION SYSTEM. FIELD TESTING WAS CONDUCTED TO EVALUATE ORGANIZATIONAL ASPECTS OF THE MCI PROGRAM, CASE FLOW AND DECISION POINTS, MANAGEMENT CONTROL AND MONITORING, POLICE DEPARTMENT ORGANIZATION, CASE CLEARANCE RATES, PROSECUTION FILING RATES, ARREST RATES, COSTS OF PROGRAM OPERATION, PUBLIC RELATIONS, AND CONVICTION RATES. THE MCI PROGRAM WAS SUCCESSFUL AND WAS VIEWED AS A MANAGEMENT CONTROL SYSTEM ADAPTABLE TO CHANGE. IT IS FELT THAT THE PROGRAM WILL BE INFLUENTIAL IN LAW ENFORCEMENT TECHNIQUES. TABLES, DIAGRAMS, AND EXHIBITS ARE INCLUDED. AN APPENDIX CONTAINS A CITIZEN SURVEY FORM AND POLICE CRIME REPORTING FORMS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

107. **J. P. KENNEY. POLICE INVESTIGATIVE PROCESS.** 67 p. 1971. **NCJ-09507**

STUDY UNDERTAKEN TO DETERMINE THE PROCEDURAL STEPS IN POLICE INVESTIGATIONS AND THE AMOUNT OF TIME DEVOTED TO EACH STEP. RESULT OF A 'STATE-OF-THE-ART' INVESTIGATION WHICH ANALYZED EXISTING PRACTICES, A MAJOR ASPECT OF THE REPORT WAS TO IDENTIFY THOSE AREAS APPROPRIATE FOR FUTURE RESEARCH. THE DATA COLLECTED BY THIS PROJECT ON WORKLOAD FACTORS, TIME FACTORS, AND VARIOUS ADMINISTRATIVE OPERATIONS, CAN BE USED IN ANY FOLLOW-UP RESEARCH ON THE POLICE INVESTIGATIVE PROCESS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

108. **J. P. MORGAN JR. ARLINGTON COUNTY (VA)—POLICE DEPARTMENT—GUIDELINES DEVELOPMENT FOR FOLLOWUP CRIMINAL INVESTIGATION—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 25 p. 1976. **NCJ-35363**

JULY 1976 REPORT ON EFFORTS TO DEVELOP GUIDELINES FOR IMPLEMENTING A SYSTEM WHEREBY PATROL OFFICERS COULD PERFORM FOLLOWUP CRIMINAL INVESTIGATION DUTIES. THIS POLICE DEPARTMENT HAS A SWORN STRENGTH OF 308 TO POLICE A POPULATION OF APPROXIMATELY 270,000 CONTAINED IN AREA OF 25.5 SQUARE MILES. AS A PART OF THIS STUDY, THE RESPONSES FROM TWO QUESTIONNAIRES (ONE FOR PATROL OFFICERS AND

ONE FOR INVESTIGATIVE OFFICERS) DESIGNED TO DETERMINE OFFICER ATTITUDES CONCERNING THE DEPARTMENT'S PLANS FOR THE INVESTIGATIVE FUNCTION WERE ANALYZED. COMPUTER PRINTOUTS ON RESPONSE TIME AND ACTIVITY FOR EACH OF THE TWELVE BEATS DURING A 30-DAY PERIOD IN JANUARY AND FEBRUARY 1976 WERE ALSO EXAMINED. DATA ANALYSIS REVEALED THAT A SYSTEM ALREADY EXISTED WHEREBY PATROL OFFICERS COULD CONDUCT FOLLOWUP INVESTIGATIONS, ALTHOUGH THEY HAVE OPTED NOT TO, AND THAT PATROL PERSONNEL HAVE THE CAPABILITY TO CONDUCT FOLLOWUP INVESTIGATIONS, BUT FEEL THEY DO NOT HAVE SUFFICIENT TIME. NUMEROUS RECOMMENDATIONS ARE MADE INCLUDING DETERMINING WHY PATROL OFFICERS HAVE NOT CHOSEN TO CONDUCT A LARGER SHARE OF FOLLOWUP INVESTIGATIONS, REMOVING THE RESPONSIBILITY FOR CERTAIN NONEMERGENCY TYPES OF SERVICE FROM THE PATROL DIVISION, AND INVOLVING MEMBERS OF BOTH THE PATROL AND INVESTIGATIVE DIVISIONS IN PLANNING AND IMPLEMENTATION STRATEGIES CONCERNING THE TRANSFER OF ANY INVESTIGATORY RESPONSIBILITIES. IN ADDITION, SPECIFIC SUGGESTIONS ARE MADE FOR ACTUALLY ALLOWING PATROL PERSONNEL TO PERFORM INVESTIGATIONS.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

SPECIAL OPERATIONS

109. **ASSOCIATION OF CENTRAL OKLAHOMA GOVERNMENTS, 4801 CLASSEN BOULEVARD, SUITE 200, OKLAHOMA CITY OK 73118. PROJECT CRIME (COMMUNITY-BASED RESEARCH TO IMPROVE METHODS OF EVALUATION)—PROJECT REPORT 6—AN EVALUATION OF A SPECIAL POLICE UNIT PROJECT.** 52 p. 1976. **NCJ-35148**
EVALUATION OF A PROJECT IN THE NORMAN (OK) POLICE DEPARTMENT TO INCREASE THE CLEARANCE AND CONVICTION RATES FOR THE CRIMES OF BURGLARY, LARCENY (AUTO, BICYCLE), AND ARMED ROBBERY. THE DEPARTMENT HIRED SIX ADDITIONAL POLICE OFFICERS AND PURCHASED RELATED SUPPORT EQUIPMENT TO CREATE A SPECIAL POLICE UNIT (SPU) WHICH WAS TO FUNCTION AS A FULLY MOBILE UNIT TO OPERATE SELECTIVELY TO DETECT AND INVESTIGATE THE TARGET CRIMES IN THOSE AREAS WHERE SUCH ACTIVITY WAS FOUND TO BE THE GREATEST OR INCREASING. EVALUATION OF CONVICTION RATES WAS NOT POSSIBLE AT THE TIME THE STUDY WAS MADE BECAUSE STATISTICS WERE AT THE TIME UNAVAILABLE FROM THE DISTRICT ATTORNEY'S OFFICE. AN INCREASE IN THE CLEARANCE RATE WAS REFLECTED IN ADMINISTRATIVE SUMMARIES AND INCREASED VALUE OF RECOVERED PROPERTY. TWENTY-ONE PERCENT OF THE SAMPLE OF CITIZENS SURVEYED WERE AWARE OF THE PROJECT AND FORTY PERCENT STATED THAT THE EXISTENCE OF THE UNIT INCREASED THEIR FEELINGS OF SECURITY. A COST ANALYSIS WAS CONDUCTED. SINCE THE EVALUATION, THE UNIT'S ACTIVITIES HAVE BEEN EXPANDED TO INCLUDE ALL ACTIVITIES.
Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.
Availability: NCJRS MICROFICHE PROGRAM.

110. **W. J. CADMAN. FORENSIC SCIENCE—HOW TO GET THE BEST SERVICE FROM YOUR CRIME LABORATORY (FROM POLICE YEARBOOK, 1978—SEE NCJ-58283).** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. 14 p. 1978. **NCJ-58298**
IN AN INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE WORKSHOP PRESENTATION, A PROFESSOR OF CRIMINALISTICS AT A CALIFORNIA UNIVERSITY OFFERS POLICE EXECUTIVES ADVICE ON MAXIMIZING THEIR USE OF CRIME LABORATORY SERVICES. THE PRESENTER, WHO ALSO ORGANIZED AND DIRECTED FOR 28 YEARS THE ORANGE COUNTY, CALIF., SHERIFF'S CRIME LABORATORY, FIRST NOTES THE FUNCTIONS OF THE CRIME LABORATORY, DESCRIBING THE LABORATORY AS THE ONE RESOURCE THAT CAN PROVIDE THE CLOSEST APPROXIMATION OF THE TRUTH IN CRIMINAL INVESTIGATIONS. CONSIDERATIONS IN STAFFING CRIME LABORATORIES ARE DISCUSSED, INCLUDING THE DIFFERENT ROLES OF TECHNICIANS AND PROFESSIONAL CRIMINALISTS, RELATIONSHIPS BETWEEN SWORN AND NONSWORN PERSONNEL AND BETWEEN LABORATORY PERSONNEL AND OTHER MEMBERS OF THE DEPARTMENT, THE TRAINING OF PATROL AND INVESTIGATIVE PERSONNEL IN THE USE OF PHYSICAL EVIDENCE, AND THE SELECTION, TRAINING, AND RETENTION OF LABORATORY PERSONNEL. EXAMPLES OF PROBLEMS THAT CAN ARISE AS A RESULT ON INCOMPETENCE ON THE PART OF LABORATORY PERSONNEL ARE CITED. THE USE OF PROFICIENCY TESTING TO DETERMINE THE QUALITY OF SERVICES BEING PROVIDED BY A CRIME LABORATORY IS DISCUSSED. ALSO INCLUDED ARE GUIDELINES PERTAINING TO LABORATORY EQUIPMENT, SPACE, AND BUDGETS. THE IMPORTANCE OF A PROFESSIONAL RELATIONSHIP BETWEEN LABORATORY PERSONNEL AND THE MEMBERS OF THE DEPARTMENT WHO USE LABORATORY SERVICES IS EMPHASIZED, AS IS THE NEED TO RECRUIT THE BEST AVAILABLE CRIMINALISTS AND TO ENCOURAGE THEIR ON-THE-JOB PROFESSIONAL DEVELOPMENT. THE FUNDAMENTAL NEED TO PROVIDE CRIME LABORATORY BUDGETS IN LINE WITH CASELOADS IS NOTED.
Supplemental Notes: ANDREW PRINCIPE WAS THE MODERATOR.

111. **J. A. CULLEY. DEFUSING HUMAN BOMBS—HOSTAGE NEGOTIATIONS.** FEDERAL BUREAU OF INVESTIGATION, WASHINGTON DC 20535. *FBI LAW ENFORCEMENT BULLETIN,* V 43, N 10 (OCTOBER 1974), P 10-14. **NCJ-62215**
THE NEW YORK CITY POLICE DEPARTMENT'S HOSTAGE PLAN IS DESCRIBED, EMPHASIZING ITS USE OF DETECTIVES TRAINED IN PSYCHOLOGICAL TECHNIQUES FOR HOSTAGE NEGOTIATION. IN RESPONSE TO THE INCREASING NUMBER OF HOSTAGE INCIDENTS SINCE 1972, THE POLICE HAVE INITIATED A HOSTAGE PLAN CONSISTING OF THREE PHASES: (1) THE CONTAINMENT PHASE, OCCURRING AT THE INITIAL LOCATION WHEN THE HOSTAGE IS FIRST TAKEN; (2) THE MOBILE PHASE, EFFECTIVE WHEN A VEHICLE OR OTHER MEANS OF ESCAPE IS DEMANDED; AND (3) THE RELOCATION PHASE, A DUPLICATION OF THE FIRST PHASE IN A DIFFERENT LOCATION. THE DETECTIVE BUREAU IS TO PROVIDE TRAINED DETECTIVES FOR NEGOTIATIONS DURING THE

FIRST PHASE, ESCAPE AND CHASE VEHICLES OPERATORS FOR THE SECOND PHASE, AND CONTAINMENT TEAMS DURING THE THIRD PHASE PENDING THE ARRIVAL OF THE SPECIAL EMERGENCY SERVICE CONTAINMENT TEAMS. EMPLOYING A METHODOLOGY OF CRISIS INTERVENTION, THE DETECTIVE HOSTAGE NEGOTIATOR IS TO ENGAGE THE ABDUCTOR OR FELON IN CONVERSATION IN ORDER TO EASE ANXIETIES AND TENSIONS AND TO ALLOW THE FELON TO ASSESS THE SITUATION RATIONALLY. BY CONSUMING TIME, THE DETECTIVE WILL PROVIDE THE FELON WITH THE OPPORTUNITY TO DEVELOP AN ATTACHMENT TO THE HOSTAGE, ALLOW THE POLICE TO PREPARE FOR DIFFERENT EVENTUALITIES, AND PERMIT THE FELON TO MAKE A MISTAKE. THE FOLLOWING CRITERIA ARE USED BY THE BUREAU TO SELECT THE NEGOTIATING TEAM: THEY MUST BE VOLUNTEERS, SKILLED INTERROGATORS, AND REPRESENTATIVE OF VARIOUS ETHNIC AND RACIAL GROUPS. THEY SHOULD HAVE A MATURE APPEARANCE, GOOD SPEAKING VOICE, SPEAK A FOREIGN LANGUAGE, IF POSSIBLE, AND BE IN GOOD PHYSICAL CONDITION. A 4-WEEK INTENSIVE TRAINING COURSE FOR NEGOTIATORS INCLUDES TRAINING IN PSYCHOLOGY, PHYSICAL CONDITIONING AND SELF-DEFENSE, FIREARMS USE, ELECTRONIC EQUIPMENT USE, OPERATION OF THE EMERGENCY RESCUE AMBULANCE, VEHICLE OPERATION, AND LIAISON (TRAINING WITH THE FBI AND OTHER AGENCIES). A BRIEF DISCUSSION OF NEGOTIATING TECHNIQUES NOTES THAT THE PROFESSIONAL CRIMINAL IS A MORE RATIONAL CAPTOR FOR POLICE TO HANDLE THAN THE PSYCHOTIC FELON.

112. **P. L. DAVIDSON. SWAT (SPECIAL WEAPONS AND TACTICS).** CHARLES C THOMAS, 301-327 EAST LAWRENCE AVENUE, SPRINGFIELD IL 62717. 146 p. 1979. **NCJ-60336**

GUIDELINES FOR DEVELOPING AND TRAINING SPECIAL WEAPONS AND TACTICS (SWAT) TEAMS ARE PRESENTED IN A MANUAL DIRECTED TO POLICE CHIEFS, SHERIFFS, AND MILITARY COMMANDERS. A SWAT TEAM IS A GROUP OF SELECTED POLICE OFFICERS TRAINED TO HANDLE CERTAIN CRISIS SITUATIONS (E.G., SNIPERS, BARRICADED SUBJECTS, HOSTAGE SITUATIONS, 'HEAVY' ARRESTS) BEYOND THE CAPACITY OF REGULAR POLICE UNITS. THIS MANUAL COVERS ALL FACETS OF ORGANIZING, SELECTING, AND TRAINING SWAT TEAMS, AS WELL AS TACTICS EMPLOYED BY THE TEAMS. THE FIRST SECTION DEALS WITH THE SELECTION OF TEAM MEMBERS, SWAT TEAM EQUIPMENT, AND TRAINING. THE PRINCIPLES OF SMALL-UNIT LEADERSHIP AND COMMUNICATIONS ARE DISCUSSED, WITH PARTICULAR ATTENTION TO DESIRABLE CHARACTER TRAITS IN LEADERS. CHAPTERS ON TACTICS COVER THE BASIC ELEMENTS OF MOVEMENT TO AN OBJECTIVE--IN DEVELOPED AREAS OR FORESTS, DAY OR NIGHT, COVERED OR CONCEALED, AND UNDER FIRE. SPECIAL MOVEMENT SITUATIONS--COUNTERING AMBUSHES, CLEARING DANGER AREAS, JUMPING OUT OF HELICOPTERS, CLEARING HOUSES AND BUILDINGS, ENTERING ROOMS--ARE EXAMINED IN DETAIL, AS ARE PROCEDURES AT THE ON-SCENE ASSEMBLY AREA, TACTICS FOR NEUTRALIZING SNIPERS AND FREEING HOSTAGES (FROM ROOMS, CARS, AND AIRPLANES), AND SWAT TEAM POLITICS. DRAWINGS ILLUSTRATE THE TEXT. A SUGGESTED READING LIST IS PROVIDED.

Availability: CHARLES C THOMAS, 301-327 EAST LAWRENCE AVENUE, SPRINGFIELD IL 62717.

113. **DELAWARE STATE POLICE, P O BOX 151, DOVER DE 19901. DELAWARE STATE POLICE INTELLIGENCE CENTRAL—NARRATIVE REPORT.** 120 p. 1973. **NCJ-11346**

THE DESIGN, IMPLEMENTATION, AND SUBSEQUENT REFINEMENT OF DELAWARE'S STATE-WIDE ORGANIZED CRIME INTELLIGENCE SYSTEM. EVIDENCE OF ORGANIZED CRIMINAL ACTIVITIES WITHIN DELAWARE, AND THE PRESENCE OF WELL-ESTABLISHED ORGANIZED CRIME SYNDICATES IN THE CONTIGUOUS STATES OF MARYLAND, PENNSYLVANIA, AND NEW JERSEY, PROMPTED ESTABLISHMENT OF THE INTELLIGENCE CENTRAL UNIT IN 1970. THIS REPORT OUTLINES THE UNIT'S GOALS FOR INTELLIGENCE COLLECTION AND DISSEMINATION AND DESCRIBES ITS INTERIM PHASES OF DEVELOPMENT. THESE INCLUDED STAFFING AND TRAINING THE CENTRAL UNIT, INDOCTRINATING LOCAL LAW ENFORCEMENT UNITS IN INTELLIGENCE-GATHERING TECHNIQUES, ESTABLISHING LIAISON WITH ALL RELATED INVESTIGATIVE AGENCIES, AND CREATING THE VEHICLE FOR STORAGE, ANALYSIS AND DISSEMINATION OF INTELLIGENCE INFORMATION-THE ORGANIZED CRIME INFORMATION CENTRAL REPOSITORY. THE APPENDIXES CONTAIN PUBLISHED GUIDANCE ON THE SYSTEM'S OPERATION, THE CENTRAL UNIT'S STANDARD OPERATING PROCEDURES, THOSE SPECIFIC PROCEDURES GOVERNING ELECTRONIC SURVEILLANCE, AND PROPOSED SYSTEM EVALUATION MEASURES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

114. **T. R. ELZERMAN and J. P. KLOSTERMAN. BROWARD COUNTY (FL)—CRIME LABORATORY OPERATION ANALYSIS—POLICE TECHNICAL ASSISTANCE REPORT.** WESTINGHOUSE JUSTICE INSTITUTE. 35 p. 1976. **NCJ-32296**

JANUARY 1976 REPORT ON SURVEY CONDUCTED FOR THIS FOUR-MAN SHERIFF'S DEPARTMENT LABORATORY WHICH SERVICES SOME 30 LAW ENFORCEMENT AGENCIES IN A COUNTY HAVING AN AREA OF 1200 SQUARE MILES AND 887,500 RESIDENTS. THIS SURVEY WAS REQUESTED TO PROVIDE GUIDELINES AND RECOMMENDATIONS ON AN OBJECTIVE EVALUATION OF THE CURRENT WORKLOAD, A DETERMINATION OF THE MANPOWER REQUIRED FOR THIS WORKLOAD, AN ASSESSMENT OF NECESSARY PERSONNEL QUALIFICATIONS, AND AN EVALUATION OF CURRENT PRACTICES AND THE RECOMMENDATION OF GUIDELINES FOR HANDLING AND SECURITY OF EVIDENCE. THE INTERNAL INFLUENCES EXPLORED INCLUDED WORK HOURS, PAY STRUCTURE, COMMUNICATIONS PROBLEMS, BUDGET, AND SPACE. THE EXTERNAL INFLUENCES INCLUDED POPULATION CHANGES, RELATIONS WITH OTHER DEPARTMENTS, COURT APPEARANCES, AND LAWS AND REGULATIONS PERTAINING TO EVIDENCE DISPOSITION. THE STUDY INVOLVED STAFF INTERVIEWS, A SURVEY OF PROCEDURES, AND ANALYSIS OF REPORT DATA. GENERAL OBSERVATIONS INCLUDED THAT THE CRIME LABORATORY HAD THE POTENTIAL TO MEET BOTH CURRENT AND FUTURE COUNTY NEEDS, THAT THERE WAS SUFFICIENT SPACE FOR EXPANSION, THAT THE PAY SCALE WAS ADEQUATE, AND THAT THE EQUIPMENT, WITH SOME ADDITIONS AND UPGRADING WOULD BE ADEQUATE. AREAS NEEDING IMPROVEMENT ARE IDENTIFIED AND SPECIFIC RECOMMENDATIONS MADE, INCLUDING THE NEED FOR MORE PERSONNEL. THE APPENDIX CONTAINS A CHART OF TYPICAL CRIME LABORATORY PAY SCALES FOR 1974-75. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

115. **M. R. GARZA. MULTI-AGENCY NARCOTICS UNIT MANUAL.** INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. 300 p. 1975. **NCJ-34204**

THIS PRESCRIPTIVE PACKAGE GIVES POLICE ADMINISTRATORS AND LINE PERSONNEL THE NECESSARY INFORMATION TO IMPLEMENT, OPERATE, AND EVALUATE A MULTI-AGENCY NARCOTICS (MAN) UNIT. ONE RESPONSE TO THE RISE IN ILLEGAL DRUG USE HAS BEEN THE DEVELOPMENT OF THE MULTI-AGENCY NARCOTICS (MAN) UNIT. COMPOSED OF OFFICERS FROM COOPERATING JURISDICTIONS,

THE MAN UNIT OPERATES AS A SINGLE TACTICAL ENTITY. TO DATE, APPROXIMATELY 150 SUCH UNITS HAVE BEEN ESTABLISHED TO CONSOLIDATE AND COORDINATE DRUG ENFORCEMENT EFFORTS IN NEIGHBORING COMMUNITIES. AS PART OF A YEAR-LONG PROJECT, MAN UNITS THROUGHOUT THE COUNTRY WERE IDENTIFIED AND QUERIED REGARDING UNIT CHARACTERISTICS AND LOCAL DEMOGRAPHIC FACTORS. TWELVE OF THE RESPONDING MAN UNITS WERE SELECTED FOR SITE VISITS. BASED ON THE INFORMATION DERIVED FROM VISITING THESE UNITS AND FROM CONDUCTING ADDITIONAL RESEARCH, THIS PRESCRIPTIVE PACKAGE WAS PREPARED PRIMARILY TO ASSIST POLICE ADMINISTRATORS WHO ARE INTERESTED IN ESTABLISHING A MAN UNIT AND THOSE WHO ARE CURRENTLY OPERATING SUCH SQUADS. IT EXAMINES THE STRENGTHS AND WEAKNESSES OF THE UNITS STUDIED AND RECOMMENDS CERTAIN PROCEDURES AND POLICIES THAT CAN BE USED TO FACILITATE SUCCESSFUL MAN UNIT OPERATIONS. SPECIFIC GUIDELINES AND RECOMMENDATIONS ARE PROVIDED IN SUCH AREAS AS STAFF SELECTION AND TRAINING, PROGRAM OPERATIONS, UNIT ADMINISTRATION, THE USE OF SPECIALIZED SURVEILLANCE EQUIPMENT, AND RECORDS MANAGEMENT. VARIATIONS OF PRACTICE IN THE FORMATION, OPERATION AND ADMINISTRATION OF THE UNITS ARE TRACED TO DIFFERENCES IN THE PERCEPTION OF THE NARCOTICS PROBLEM ON THE PART OF LAW ENFORCEMENT AGENCIES, RELATED GOVERNMENTAL INSTITUTIONS, AND THE GENERAL PUBLIC. OVERALL, THE EFFECTIVENESS OF MAN UNITS WAS FOUND TO BE A FUNCTION OF ITS RESPONSIVENESS TO LOCAL NEEDS.

Supplemental Notes: PRESCRIPTIVE PACKAGE SERIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00406-7; NCJRS MICROFICHE PROGRAM.

116. **E. D. GODFREY and D. R. HARRIS. BASIC ELEMENTS OF INTELLIGENCE—A MANUAL OF THEORY, STRUCTURE AND PROCEDURES FOR USE BY LAW ENFORCEMENT AGENCIES AGAINST ORGANIZED CRIME.** 150 p. 1971.
NCJ-06564

PRIMARY PURPOSE OF AN INTELLIGENCE UNIT IS SEEN AS PROVIDING ACCURATE INFORMATION FOR IMMEDIATE TACTICAL DECISIONS AND LONG RANGE STRATEGIES. ANY CITY WHOSE POPULATION INCLUDES THE RICH OR POOR IS A TARGET FOR ORGANIZED CRIME. LAW ENFORCEMENT MUST ORGANIZE TO COMBAT THIS THREAT, PARTICULARLY IN LIGHT OF THE INCREASINGLY SOPHISTICATED TECHNIQUES AND COMPLEX FINANCIAL OPERATIONS WHICH HAVE BECOME THE HALLMARK OF ORGANIZED CRIME. THE AUTHORS DRAW ON THEIR EXTENSIVE EXPERIENCE IN INTELLIGENCE AS WELL AS CONSULTATIONS WITH OTHER PRACTITIONERS. SPECIALISTS IN SUCH FIELDS AS LAW AND ACCOUNTING WORK WITH MEN TRAINED TO INVESTIGATE AND ANALYZE INFORMATION FROM A VARIETY OF SOURCES. POLICE PATROLMEN, INFORMANTS, PUBLIC RECORDS AND FINANCIAL REPORTS ARE ALL USEFUL TO DATA COLLECTION AND EVALUATION, WHILE ADEQUATE OFFICE SECURITY ARRANGEMENTS AND SUFFICIENT CLERICAL SUPPORT ARE EQUALLY IMPORTANT TO THE INTEGRITY AND EFFICIENCY OF INTELLIGENCE UNITS. PRINCIPLES OF SELECTING AND TRAINING THE NECESSARY PERSONNEL ARE DISCUSSED AS ARE METHODS OF INFORMATION STORAGE AND RETRIEVAL. THE APPENDICES INCLUDE A DISCUSSION OF LEGAL LIMITATIONS OF INTELLIGENCE GATHERING AND DETAILED OPERATIONAL GUIDELINES FOR A UNIT.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: GPO; NTIS Accession No. PB 214 632; NCJRS MICROFICHE PROGRAM.

117. **R. P. GRASSIE, R. V. WAYMIRE, J. W. BURROWS, C. L. R. ANDERSON, and W. D. WALLACE. INTEGRATED CRIMINAL APPREHENSION PROGRAM—CRIME ANALYSIS—EXECUTIVE MANUAL.** US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION. 80 p. 1977.
NCJ-43900

THIS OVERVIEW OF CRIME ANALYSIS AND ITS IMPACT ON POLICE DEPARTMENT ACTIVITIES IS WRITTEN FOR THE ADMINISTRATOR AND ADDRESSES THE CONSIDERATIONS AND DECISIONS NECESSARY FOR IMPLEMENTATION OF A CRIME ANALYSIS UNIT. AFTER AN OVERVIEW AND HISTORICAL SURVEY OF CRIME ANALYSIS, THIS MANUAL DISCUSSES WHAT CRIME ANALYSIS CAN DO FOR THE EXECUTIVE, WHAT ITS RELATIONSHIP SHOULD BE TO OTHER DEPARTMENTAL FUNCTIONS, AND WHAT ITS RELATIONSHIP SHOULD BE TO OUTSIDE CRIMINAL JUSTICE AGENCIES. MANUAL, SEMIAUTOMATED, AND AUTOMATED SYSTEMS ARE DESCRIBED. THE SECTION ON THE IMPLEMENTATION PROCESS COVERS DELINEATION OF OBJECTIVES, CAPABILITIES AND LIMITATION OF VARIOUS SYSTEMS, AND ORGANIZATIONAL AND OPERATIONAL REQUIREMENTS. PERSONNEL, EQUIPMENT, AND SUPPLIES NEEDED FOR EACH TYPE OF SYSTEM ARE LISTED, ALONG WITH EDUCATION AND TRAINING REQUIRED. FIGURES ILLUSTRATE TYPICAL CRIME ANALYSIS BULLETINS, POSSIBLE TACTICAL RESPONSES TO VARIOUS CRIME PATTERNS, USE OF CRIME ANALYSIS IN TOTAL DEPARTMENTAL DECISIONMAKING, AND UNIQUE DESCRIPTORS WHICH SHOULD BE GATHERED BY PATROL OFFICERS TO GENERATE GOOD ANALYSIS DATA. IT IS EMPHASIZED THAT, TO BE MOST EFFECTIVE, CRIME ANALYSIS MUST HAVE THE COOPERATION OF THE ENTIRE DEPARTMENT AND BE VIEWED AS AN ESSENTIAL SUPPORT SERVICE. (FOR OTHER MANUALS IN THE SET, SEE NCJ-43901, 43902, 43903, AND 43937).

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

118. **A. HALPER and R. KU. NEW YORK CITY POLICE DEPARTMENT STREET CRIME UNIT—AN EXEMPLARY PROJECT.** ABT ASSOCIATES, INC, 55 WHEELER STREET, CAMBRIDGE MA 02138. 169 p.
NCJ-26492

THIS MANUAL PRESENTS A DETAILED DESCRIPTION OF THE POLICIES, PROCEDURES, AND RESULTS OF THE STREET CRIME UNIT (SCU) WHICH UTILIZES PLAINCLOTHES POLICE AND 'DECOYS' TO APPREHEND ROBBERY AND ASSAULT SUSPECTS. THE MANUAL'S PRIMARY OBJECTIVE IS TO EFFECT QUALITY ARRESTS WHICH LEAD TO CONVICTIONS—WITH NO INCREASED DANGER TO POLICE OR CITIZENS. THIS MANUAL PRESENTS A DETAILED DESCRIPTION OF THE POLICIES AND PROCEDURES WHICH GOVERN SCU OPERATIONS. THE CHAPTERS IN THIS MANUAL DEAL WITH SPECIFIC AREAS OF ADMINISTRATIVE CONCERN, FOCUSING ON MANPOWER REQUIREMENTS AS WELL AS OPERATIONAL ISSUES. IN ADDITION TO DISCUSSING POLICIES AND PROCEDURES, EACH CHAPTER DEBATES REPLICATION ISSUES, AMONG THE TOPICS PRESENTED ARE: ORGANIZATION AND ADMINISTRATION; PERSONNEL SELECTION, TRAINING AND EVALUATION; SCU CRIME ANALYSIS METHODS, DEPLOYMENT STRATEGIES, AND STREET TACTICS; GUIDELINES ON CONFRONTATIONS AND ARRESTS; AND THE HOUSING HARDWARE AND COMMUNICATION SYSTEMS OF THE SCU. THE SCU'S METHODS FOR MAINTAINING THE INTEGRITY OF UNIT MEMBERS ARE EXPLORED. THE LEGAL ISSUE OF ENTRAPMENT IS DISCUSSED AS WELL, EMPHASIZING THE NECESSITY FOR DEVELOPING GUIDELINES TO ASSIST OFFICERS IN AVOIDING ENTRAPMENT, FIGURES AND FACTS ON SCU COSTS AND RESULTS ARE DOCUMENTED AND ARREST AND CONVICTION RATES, INJURY LEVELS, AND CRIME REDUCTIVE IMPACT ARE DISCUSSED. ALTHOUGH NOT COMPLETE, RECENT STATISTICS INDICATE THAT APPROXIMATELY 90 PERCENT OF ALL SCU ARRESTS RESULT IN CONVIC-

TION. THE FINAL CHAPTER PRESENTS A COMPREHENSIVE EVALUATION DESIGN FOR ASSESSING THE OUTCOMES AND IMPACTS OF STREET CRIME UNIT OPERATIONS. APPENDIXES CONTAIN STATUTES FOR ASSAULT, LARCENY AND ROBBERY; PROCEDURES FOR BRIBERY ARREST AND STOP AND FRISK; AN INVENTORY OF SCU EQUIPMENT; AND VARIOUS GUIDELINES AND FORMS RELATING TO THE INTERVIEW AND RATING OF SCU CANDIDATES AND THEIR SUBSEQUENT TRAINING AND PERFORMANCE EVALUATION. THE NEW YORK CITY POLICE DEPARTMENT STREET CRIME UNIT IS ONE OF 13 PROGRAMS WHICH HAVE EARNED THE LEAA 'EXEMPLARY' LEVEL.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO Stock Order No. 027-000-00338-9; NCJRS MICROFICHE PROGRAM.

119. **L. O. LIBBY. SEATTLE POLICE SPECIAL ACTIVITIES SECTION—HOW TO PROVIDE MAXIMUM POLICE SERVICE AT MINIMUM COST.** FEDERAL BUREAU OF INVESTIGATION, WASHINGTON DC 20535. *FBI LAW ENFORCEMENT BULLETIN,* V 47, N 9 (SEPTEMBER 1978) P 16-21. **NCJ-50872**

EFFORTS OF THE POLICE DEPARTMENT'S SPECIAL ACTIVITIES SECTION (SAS) IN SEATTLE, WASH., TO PROVIDE ADEQUATE SERVICE UNDER BUDGETARY CONSTRAINTS ARE ADDRESSED. THE SAS OFTEN MUST PROVIDE MORE THAN 250 POLICE OFFICERS AS A SECURITY FORCE FOR ACTIVITIES SUCH AS ROCK CONCERTS AND PROFESSIONAL SPORTING EVENTS. THE POLICE DEPARTMENT CONSISTS OF APPROXIMATELY 1,000 SWORN OFFICERS, WITH 650 ASSIGNED TO THE UNIFORMED PATROL BUREAU AND TRAFFIC DIVISION OF THE DEPARTMENT. CONSEQUENTLY, THERE ARE NOT 250 OFFICERS AVAILABLE FOR SECURITY FORCE DUTY. THE SAS IS HEADQUARTERED AT THE SEATTLE CENTER, A COMPLEX OF CULTURAL, ENTERTAINMENT, AND CONVENTION FACILITIES INCLUDING THE METROPOLITAN STADIUM AND THREE AUDITORIUMS. THE CENTER WAS THE REASON FOR THE SAS UNIT'S EXISTENCE. THE FIRST REGULAR ASSIGNMENT OF POLICE PERSONNEL TO THE CENTER WAS IN 1965. RESPONSIBILITIES OF THE SAS ARE VARIED, BUT ONE OF THE MOST IMPORTANT FUNCTIONS FROM A POLICE POINT OF VIEW IS THE PROVISION OF SECURITY AT CENTER EVENTS. THE 13 OFFICERS IN THE SAS OBVIOUSLY CANNOT PROVIDE ADEQUATE SECURITY AT AN EVENT WITH AN ATTENDANCE OF 15,000, PARTICULARLY IF THAT EVENT IS A POPULAR ROCK GROUP. TO MINIMIZE EXPENSES OF THE SAS, PROMOTERS OF EVENTS AT THE CENTER ARE REQUIRED TO MAKE DIRECT PAYMENT FOR SECURITY SERVICES TO A PRIVATE ACCOUNTING FIRM. IN ADDITION, THERE IS A VOLUNTEER RESERVE UNIT COMPRISED OF UNPAID OFFICERS WHO WORK UNDER THE DIRECT SUPERVISION OF SWORN OFFICERS. THESE VOLUNTEERS FULFILL THE SAS'S RESPONSIBILITY FOR MOVING TRAFFIC THROUGH THE MAIN PARKING AREA OF THE CENTER. A GROUP OF YOUNG VOLUNTEERS IS EMPLOYED BY THE SAS TO DEAL WITH CROWD CONTROL AT VARIOUS CENTER EVENTS. THE SAS ALSO IS INVOLVED IN PROVIDING FOR SECURITY AT THE 65,000-SEAT KINGDOME STADIUM. THE CRIMES SPECIFIC SECTION OF THE POLICE DEPARTMENT AUGMENTS EFFORTS OF OFFICERS IN THE SAS.

Availability: NCJRS MICROFICHE PROGRAM.

120. **T. J. NEWNAM. CONFLICT MANAGEMENT MANUAL.** LOUISIANA STATE POLICE, P O BOX 1791, BATON ROUGE LA 70821. 349 p. 1973. **NCJ-10982**

TRAINING AND PROCEDURAL DOCUMENT PREPARED FOR LOUISIANA POLICE TROOPERS ACTING AS MEMBERS OF TROOP TACTICAL UNITS IN RESPONSE TO CIVIL DISTURBANCE EMERGENCIES. THE POLICE ROLE IN RESPONDING TO CIVIL DISTURBANCES, RIOTS, AND OTHER SUCH PUBLIC EMERGENCIES IS CHARACTERIZED BY BOTH DEFENSIVE AND OFFENSIVE ELEMENTS. THE AUTHOR DISCUSSES THIS DUAL NATURE, POINTING OUT THE NEED FOR MODERN POLICE ADMINISTRATORS TO INCORPORATE CONSIDERATIONS OF PREVENTION, CONTROL, TRAINING, AND CAPABLE FIELD LEADERSHIP INTO PLANNING FOR POLICE INVOLVEMENT IN SUCH DISORDERS. THE ROLE OF LAW ENFORCEMENT AGENCIES IN MAINTAINING THE BALANCE BETWEEN INDIVIDUAL RIGHTS AND PUBLIC SECURITY IN CONFRONTATION SITUATIONS IS STRESSED. PREPARED AS A TRAINING AND PROCEDURAL DOCUMENT FOR THE LOUISIANA STATE POLICE, THE MANUAL CONTAINS SPECIFIC POLICY AND STRATEGY GOVERNING THE DEPLOYMENT, COMMAND, AND CONTROL OF TACTICAL UNITS, AS WELL AS SPECIAL CONSIDERATIONS OF COMMUNICATIONS, INTELLIGENCE, AND DISASTER RELIEF OPERATIONS. SQUAD AND PLATOON SIZE FORMATIONS ARE DISCUSSED AND ILLUSTRATED, AS ARE EMERGENCY TACTICS FOR SUCH ACTIONS AS CROWD CONTROL, PATROL, SECURING URBAN AREAS, CLEARING BUILDINGS, RAIDS, COUNTER-SNIPING, AND CONTROLLING LOOTING AND ARSON. THE CONCEPT AND TACTICAL USE OF NONLETHAL WEAPONRY, SUCH AS CHEMICAL AGENTS, ARE EXAMINED. SEPARATE CHAPTERS ARE DEVOTED TO BATON TECHNIQUES AND TO METHODS OF CONTROL, EVACUATION AND SEARCH IN INCIDENTS INVOLVING EXPLOSIVES. THE APPENDIXES INCLUDE AN ESSAY ON 'CRISIS MANAGEMENT LEADERSHIP' AND INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE MATERIAL ON MOB BEHAVIOR AND TACTICS, RIOT PATTERNS, AND RIOT CONTROL. MANY ILLUSTRATIONS ARE PROVIDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NTIS. Accession No. PB 225 415/AS.

121. **G. H. REINIER, T. J. SWEENEY, R. V. WAYMIRE, F. A. NEWTON 3RD, R. P. GRASSIE, S. M. WHITE, and W. D. WALLACE. INTEGRATED CRIMINAL APPREHENSION PROGRAM—CRIME ANALYSIS OPERATIONS MANUAL.** US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION. 152 p. 1977. **NCJ-43901**

THIS COMPREHENSIVE INSTRUCTION MANUAL WILL HELP THE PATROL COMMANDER USE CRIME ANALYSIS INFORMATION TO PLAN PATROL OPERATIONS, INITIATE CRIME PREVENTION TECHNIQUES, AND IMPROVE DETECTION AND INTERCEPTION OF CRIMINALS. CRIME ANALYSIS IS NOT A NEW CONCEPT, BUT ITS USE TO HELP POLICE ADMINISTRATORS MAKE MORE EFFECTIVE USE OF MANPOWER AND RESOURCES HAS ACCELERATED DURING THE PAST DECADE. BASICALLY, CRIME ANALYSIS IDENTIFIES EVOLVING OR EXISTING CRIME PATTERNS, PROVIDES THE PATROL COMMANDER WITH DATA FOR PATROL PLANNING AND DEPLOYMENT OF SPECIAL OPERATIONS UNITS, AND FURNISHES SUPPORT DATA FOR CRIME PREVENTION PROGRAMS. TO BE USEFUL, CRIME ANALYSIS MUST BE AN ESSENTIAL SUPPORT FUNCTION. CHARTS DESCRIBE TYPES OF CRIME DATA NEEDED FOR VARIOUS TACTICAL DECISIONS. VARIOUS WAYS IN WHICH THESE DECISIONS CAN AFFECT PATROL STRATEGIES ARE DISCUSSED IN DETAIL. USE OF SOLVABILITY FACTORS TO DEPLOY INVESTIGATION RESOURCES AND ANALYSIS OF CRIME DATA FOR CLUES TO FUTURE CRIMES ARE CONSIDERED. SAMPLES OF DAILY AND WEEKLY PATROL BULLETINS ARE INCLUDED. THE EXPANDED ROLE OF THE PATROL OFFICER IN CRIME PREVENTION AND INVESTIGATION IS DISCUSSED AND SUGGESTIONS ARE MADE FOR INCREASING OFFICER EFFECTIVENESS AT THE SCENE OF A CRIME. (FOR OTHER MANUALS IN THE SET, SEE NCJ-43900, 43902, 43903 AND 43937).

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

122. **S. SCHACK and W. G. GAY. IMPROVING PATROL PRODUCTIVITY, V 2—SPECIALIZED PATROL.** UNIVERSITY CITY SCIENCE CENTER 1717 MASSACHUSETTS AVENUE, NW, WASHINGTON DC 20036. 157 p. 1977. **NCJ-42501**
THIS IS THE SECOND PART OF A TWO-VOLUME PRESCRIPTIVE PACKAGE, WHICH IS DIRECTED TOWARD ASSISTING POLICE DEPARTMENTS IN IMPROVING THE PRODUCTIVITY OF THEIR PATROL OPERATIONS, THE MOST COSTLY ASPECT OF POLICING. RECOMMENDATIONS IN THE REPORT ARE BASED ON A STATE OF THE ART REVIEW OF PATROL OPERATIONS IN MANY POLICE DEPARTMENTS THROUGHOUT THE COUNTRY AND AN ASSESSMENT OF RECENT RESEARCH AND COMMENTARY ON PATROL. PRESENTED IS A DISCUSSION OF THE APPROPRIATE USE AND EFFECTIVE OPERATION OF SPECIALIZED PATROL. THE AUTHORS POINT OUT THAT SPECIALIZED PATROL SHOULD BE CONSIDERED WHEN THE BEST EFFORTS OF ROUTINE PATROL OFFICERS TO COPE WITH PARTICULAR CRIME PROBLEMS ARE BEING FRUSTRATED DUE TO FREQUENT INTERRUPTIONS BY CALL FOR SERVICE DEMANDS AND THE INABILITY OF UNIFORMED OFFICERS TO EMPLOY CERTAIN TYPES OF TACTICS. SPECIALIZED PATROL TACTICS ARE COVERED, INCLUDING THE FOLLOWING: DECOY OPERATIONS, STAKE-OUTS, AND COVERT SURVEILLANCE. THE VOLUME FURTHER PROVIDES RECOMMENDATIONS REGARDING THE PLANNING, IMPLEMENTATION, DEPLOYMENT, TACTICS, AND EVALUATION OF SPECIALIZED PATROL OPERATIONS. AN ANNOTATED BIBLIOGRAPHY IS APPENDED. FOR THE FIRST PART OF THE REPORT, SEE NCJ 42500. (AUTHOR ABSTRACT MODIFIED)
Supplemental Notes: PRESCRIPTIVE PACKAGE SERIES.
Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.
Availability: GPO Stock Order No. 027-000-00561-6; NCJRS MICROFICHE PROGRAM.

123. **B. J. SOWDER, A. J. ANDREWS, M. R. BURT, and E. F. DAVIS. SPECIALIZED PATROL PROJECTS—NATIONAL EVALUATION PROGRAM PHASE 1—SUMMARY REPORT.** INSTITUTE FOR HUMAN RESOURCES RESEARCH, 7315 WISCONSIN AVENUE, BETHESDA MD 20014. 87 p. 1977. **NCJ-38324**
THIS REPORT COVERS A REVIEW OF RELEVANT LITERATURE, EVALUATION REPORT, AND SURVEY INFORMATION COLLECTED FROM ABOUT 400 LAW ENFORCEMENT AGENCIES ON THE SUBJECT OF SPECIALIZED PATROL. CONTAINED IN THIS REPORT ARE SELECTED PORTIONS OF OTHER DOCUMENTS SUBMITTED TO THE NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE UNDER THE MAJOR HEADING OF 'PHASE I NATIONAL EVALUATION OF SELECTED PATROL STRATEGIES: SPECIALIZED PATROL OPERATIONS UNDER THE NATIONAL EVALUATION PROGRAM.' THIS REPORT DESCRIBES GENERAL USES AND EFFECTS OF SPECIALIZED PATROLS AND COMMON ASSUMPTIONS UNDERLYING THEIR EXISTENCE. IT IS FOCUSED ON THE FINDINGS FROM A SAMPLE OF PROJECTS SELECTED AS BEING REPRESENTATIVE OF THE STATE OF KNOWLEDGE ON SPECIALIZED PATROLS. THE ASSESSMENT OF THIS SAMPLE INCLUDES INFORMATION ON SUCCESS AND FAILURE AS RELATED TO PERFORMANCE AND EFFECTIVENESS.
Availability: GPO Stock Order No. 027-000-00469-5; NCJRS MICROFICHE PROGRAM.

124. **E. STOTLAND, M. WALSH, and M. WEINBERG. INVESTIGATION OF WHITE COLLAR CRIME—A MANUAL FOR LAW ENFORCEMENT AGENCIES.** BATTELLE HUMAN AFFAIRS RESEARCH CENTERS, 4000 N.E. 41ST STREET, SEATTLE WA 98105. 393 p. 1977. **NCJ-40553**
THIS MANUAL WAS DEVELOPED FOR THE USE OF THOSE WHO INVESTIGATE WHITE-COLLAR CRIME AND RELATED ABUSES AND TO ASSIST THOSE WHO SUPERVISE AND MUST INTERACT WITH INVESTIGATORS IN THIS FIELD. IT IS DESIGNED TO ORIENT NEW ORGANIZATIONS AS TO WHAT MUST BE DONE TO SUCCESSFULLY SET UP AND OPERATE AN ORGANIZATION WHICH INVESTIGATES WHITE-COLLAR CRIME AND TO PROVIDE AN INVENTORY OF STRATEGIES, TACTICS AND TECHNIQUES WHICH WILL HELP BOTH NEW AND ALREADY ESTABLISHED ORGANIZATIONS TO IMPROVE AND ENHANCE THE COMPREHENSIVENESS OF THEIR OPERATIONS. THE ORGANIZATION OF THIS MANUAL GOES FROM THE GENERAL TO THE SPECIFIC. FIRST IT DEALS WITH THE BASIC ISSUE OF WHAT WHITE-COLLAR CRIME IS, WHY IT IS A PROPER AREA FOR LAW ENFORCEMENT EFFORTS, AND WHAT ITS IMPACT IS ON INDIVIDUALS, BUSINESS, AND THE GENERAL COMMUNITY. AS PART OF THIS DISCUSSION, WHITE-COLLAR CRIME ELEMENTS, CHARACTERISTICS, OFFENDER MOTIVATIONS, RELATIONSHIPS TO OTHER CRIME AREAS, AND REMEDIES ARE DISCUSSED AT SOME LENGTH--FOR THE LIGHT THEY SHED ON BOTH THE JUSTIFICATIONS FOR AND PROPER METHODS OF RESPONDING TO THESE CRIMES AND THE ABUSES RELATED TO THEM. FROM THERE THE MANUAL GOES ON TO DISCUSS THE KINDS OF ORGANIZATIONS AND ORGANIZATIONAL ACTIVITIES WHICH HAVE BEEN FOUND TO BE REQUIRED TO EFFECTIVELY DEAL WITH WHITE-COLLAR CRIME, AND FACTORS SUCH AS THE FORM OF ORGANIZATIONAL UNITS, INTERFACES OF UNIT ACTIVITY WITHIN AGENCIES AND EXTERNALLY, PERSONNEL SELECTION, AND THE ROLE OF INTELLIGENCE IN A WHITE-COLLAR CRIME ENFORCEMENT EFFORT. HAVING THUS SET THE STAGE FOR ACTION, THE ELEMENTS OF WHITE-COLLAR CRIME ARE THEN ANALYZED FOR THE PURPOSE OF SHOWING HOW THE INVESTIGATOR CAN IDENTIFY AND TARGET THE KINDS OF INFORMATION AND EVIDENCE HE WILL NEED IN ORDER TO CONSTRUCT HIS CASE. ONCE THIS IS DONE IT BECOMES RELEVANT TO GO INTO DETAIL AS TO HOW THE INVESTIGATOR SHOULD PROCEED TO OBTAIN THIS INFORMATION AND EVIDENCE, FOR EXAMPLE BY SEARCHES FOR DOCUMENTATION, FINDING AND INTERVIEWING VICTIMS AND WITNESSES, AND INTERROGATION OF SUSPECTS. ALSO INCLUDED IN THIS SECTION OF THE MANUAL IS A DISCUSSION OF COMPUTERS, BOTH AS A TOOL USED BY THE WHITE-COLLAR CRIMINAL IN COMMITTING HIS CRIMES AND AS AN INVESTIGATIVE RESOURCE FOR USE BY THE INVESTIGATOR TO UNRAVEL AND PROVE A CASE. THE MAIN PART OF THE MANUAL CONCLUDES WITH A DISCUSSION OF EVALUATION OF WHITE-COLLAR CRIME EFFORTS, NOT MERELY AS A BASIS FOR JUDGING SUCCESS OR FAILURE BUT, MORE IMPORTANTLY, AS AN AID TO SETTING GOALS AND PRIORITIES, AS A SOURCE OF INFORMATION FOR GUIDING AND STEERING AGENCY OR UNIT OPERATIONS AND AS A BASIS FOR RESOURCE ALLOCATION AND BUDGET JUSTIFICATION. THE APPENDIXES ARE ADDED FOR THE PURPOSE OF PROVIDING MORE SPECIFIC FORMS OF EXPERTISE AND ASSISTANCE WITH RESPECT TO SUCH MATTERS AS TRAINING INVESTIGATORS, READILY IDENTIFYING THE SOURCES OF INFORMATION NEEDED IN WHITE-COLLAR CRIME INVESTIGATIONS, FOLLOWING FINANCIAL TRAILS, AND DIRECTING THE READER (BY USE OF A SELECTED GLOSSARY OF WHITE-COLLAR CRIMES NUMERICALLY KEYED TO AN ORGANIZED BIBLIOGRAPHY) TO SOURCES OF FURTHER INFORMATION ON WHITE-COLLAR CRIME ISSUES, VICTIMS, AND SPECIFIC OFFENSES. (AUTHOR ABSTRACT)
Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.
Availability: GPO. Stock Order No. 027-000-00507-1.

125. **J. K. SWAN. ESTABLISHING AND SUPERVISING A VICE BUREAU.** FEDERAL BUREAU OF INVESTIGATION, WASHINGTON DC 20535. *FBI LAW ENFORCEMENT BULLETIN,* V 46, N 7 (JULY 1977), P 12-15. **NCJ-42517**
THE ORGANIZATIONAL STRUCTURE, SELECTION OF PERSONNEL, DEPLOYMENT AND DUTY ROTATION, AND EQUIPMENT FOR VICE OPERATIONS ARE DISCUSSED IN THIS ARTICLE. IT IS POINTED OUT THAT THE DIRECT CONTROL AND

SUPERVISION OF THE VICE UNIT SHOULD NEVER BE FAR REMOVED FROM THE CHIEF POLICE ADMINISTRATOR, THUS REDUCING THE POSSIBILITY OF CORRUPTION. INTELLIGENT AND FLEXIBLE PERSONS WITH INTEGRITY ARE NOTED AS PRIME CANDIDATES FOR VICE WORK, TO BE SELECTED THROUGH THE SUBMISSION OF RESUMES AND SUBSEQUENT PERSONAL INTERVIEWS. SIMULATED FIELD EXERCISES ARE ALSO CONSIDERED VALUABLE IN ASSESSING A CANDIDATE'S APTITUDE FOR VICE WORK. THE EMPLOYMENT OF INFORMERS IS DISCUSSED, AND THE SPECIAL EQUIPMENT REQUIRED FOR VICE WORK IS CONSIDERED.

126. **SYRACUSE POLICE DEPARTMENT, PUBLIC SAFETY BUILDING, SYRACUSE NY 13202. SYRACUSE (NY)—CONFLICT AND CRISIS INTERVENTION SKILLS TRAINING PROGRAM—FINAL REPORT.** 43 p. 1976. **NCJ-58969**

PROBLEMS AND SUCCESSES ENCOUNTERED IN THE OPERATION OF THE CONFLICT CRISIS INTERVENTION TRAINING PROGRAM FOR 277 POLICE OFFICERS OF SYRACUSE, NEW YORK, ARE DESCRIBED. APPROXIMATELY 80 PERCENT OF THE POLICE OFFICER'S TIME IS SPENT IN THE AREA OF SOCIAL REGULATION, ORDER MAINTENANCE, AND SERVICE TO THE COMMUNITY. MUCH OF THIS TIME IS DEVOTED TO INTERVENTION SERVICES IN CONFLICT SITUATIONS, SUCH AS FAMILY DISTURBANCE CALLS. THE MAIN GOAL OF THE TRAINING PROGRAM, DEVELOPED FOR THE SYRACUSE POLICE DEPARTMENT, WAS TO PROVIDE PATROL OFFICERS WITH A SET OF HUMAN RELATIONS SKILLS TO ENABLE THEM TO DEAL MORE EFFECTIVELY WITH DISTURBANCES. A CENTRAL PLANNING STAFF WAS FORMED TO SET GOALS, COMPREHENSIVELY PLAN IMPLEMENTATION OF THE LEAA GRANT, AND LAY THE THEORETICAL BASE FOR THE PROGRAM. EACH OFFICER WHO COMPLETED TRAINING RECEIVED THREE COLLEGE CREDITS. A GENERALIST MODEL WAS SELECTED TO STRUCTURE THE PROGRAM BECAUSE OF ITS GREATER RELEVANCE; A NARROW-BASED PROGRAM DEALING ONLY WITH FAMILY DISTURBANCES WAS AVOIDED. SUCH FUNCTIONS AS HANDLING CRIME, ACCIDENT, AND DISASTER VICTIMS, DEALING WITH DRUG, ALCOHOL, AND MENTAL HEALTH CASES; AND FAMILY CRISIS INTERVENTION WERE INCLUDED. THE EXPERIMENTAL LEARNING THEORY WAS EMPLOYED THROUGH USE OF TWO METHODS. THE FIRST METHOD, INVOLVING THE USE OF VIDEOTAPES WHICH ACCURATELY REFLECTED POLICE FUNCTIONS. THE SECOND METHOD DICTATED THAT THE LEARNING OF SKILLS SHOULD BE RELATED TO THE ACTUAL SETTING INVOLVING A 'HANDS-ON' APPROACH TO TRAINING, UTILIZING A 6 WEEK PERIOD OF FIELD TRAINING FOLLOWING THE IN-CLASS, 2-WEEK PROGRAM, DURING WHICH DIRECT CONTACT BETWEEN COORDINATING TRAINERS AND TRAINEES WOULD CONTINUE INTERMITTENTLY. THIS PROCEDURE WOULD FACILITATE THE TRANSFER OF LEARNING FROM THE CLASSROOM TO THE STREET AND PERMIT CONTINUED FEEDBACK BETWEEN TRAINER AND TRAINEE. THREE INTERRELATED COMPONENTS OF THE TRAINING COURSE INCLUDED BEHAVIORAL SKILLS TRAINING IN CONFLICT MANAGEMENT AND CRISIS INTERVENTION TECHNIQUES, SUBSTANTIVE UNDERSTANDING OF THE CAUSES OF CONFLICT AND CRISIS, AND KNOWLEDGE ABOUT AND THE USE OF HUMAN SERVICE AGENCIES IN THE COMMUNITY. DESPITE HIGH COST FACTORS, THE SYRACUSE EXPERIENCE WAS A VALUABLE ADDITION TO POLICE TRAINING EFFORTS. APPENDIXES AND DIAGRAMS ARE PROVIDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

127. **US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION OFFICE OF REGIONAL OPERATIONS. STRATEGIES FOR COMBATTING THE CRIMINAL RECEIVER OF STOLEN GOODS—AN ANTI-FENCING MANUAL FOR LAW ENFORCEMENT AGENCIES.** 161 p. 1976. **NCJ-36717**

GENERAL SOURCEBOOK ON THE RATIONALES, APPROACHES, NEEDS, AND RELATIVE STRENGTHS OF VARIOUS ANTI-FENCING STRATEGIES AND TECHNIQUES EMPLOYED IN THE UNITED STATES. THE GENERAL NATURE AND DETAILS OF THE EXPERIENCE OF ANTI-FENCING UNITS ACROSS THE COUNTRY HAVE BEEN GATHERED THROUGH CORRESPONDENCE WITH AGENCIES INVOLVED IN ANTI-FENCING ENFORCEMENT, SITE VISITS TO 16 OPERATING PROGRAMS, AND INTERVIEWS CONDUCTED AT THOSE SITES. PRIMARY ATTENTION IS DEVOTED TO STRATEGIES FOR IDENTIFYING, INVESTIGATING, AND CONVICTING FENCES ON CRIMINAL CHARGES. THE MANUAL FOCUSES FIRST ON THE NATURE AND SCOPE OF THE PROBLEM, DESCRIBING ROLES COMMONLY PLAYED BY FENCES, THE MOST FREQUENT FENCING SITUATIONS CONFRONTED, AND THE IMPACT OF FENCING OPERATIONS. NEXT, IT EXPLORES THE DESIGN OF AN ANTI-FENCING EFFORT, IDENTIFYING THE TYPICAL STRUCTURE AND MANPOWER ARRANGEMENTS USED AND SPECIFYING THE PARTICULAR ADMINISTRATIVE AND SUPPORT NEEDS OF SUCH AN EFFORT. ALTERNATIVE ANTI-FENCING STRATEGIES ARE ALSO EXAMINED, AND THEIR APPROPRIATENESS WHEN APPLIED TO DIFFERENT KINDS OF FENCING SITUATIONS AND WITH REGARD TO BASIC LEGAL REQUIREMENTS IN FENCING CASES IS ANALYZED. A DISCUSSION OF THE MANAGEMENT OF ANTI-FENCING EFFORTS EMPHASIZES EVALUATIVE CONSIDERATIONS AND THE RELATIONSHIP OF THE EFFORT TO OTHER AGENCY ACTIVITIES. A FINAL CHAPTER CONSIDERS THE IMPACTS THAT HAVE BEEN EXPERIENCED AND THAT CAN BE ANTICIPATED FROM ANTI-FENCING ENFORCEMENT. APPENDED MATERIALS INCLUDE A LIST OF CONTRIBUTING POLICE AGENCIES, VARIOUS EXHIBITS, AND A BRIEF REVIEW OF COMMON LEGAL TOOLS AND PROBLEMS LIKELY TO BE USED BY AND TO CONFRONT THE ANTI-FENCING INVESTIGATOR. (AUTHOR ABSTRACT MODIFIED)

Availability: NCJRS MICROFICHE PROGRAM Stock Order No. 027-000-00439-3; GPO.

128. **UTAH COUNCIL ON CRIMINAL JUSTICE ADMINSTRATION, 255 SOUTH 3RD STREET—EAST, SALT LAKE CITY UT 84111. POLICE OPERATIONS.** 40 p. **NCJ-45939**

UTAH STANDARDS ARE PRESENTED WHICH DEAL WITH PATROL FORCE USAGE, TEAM POLICING, AND PREPARATION FOR HANDLING RIOTS AND CURBING DISTURBANCES; VARIOUS KINDS OF OPERATION SPECIALIZATIONS WITHIN A DEPARTMENT ARE DESCRIBED. THIS VOLUME IS ONE OF FOUR IN A SERIES DESIGNED TO ASSIST THE CHIEFS AND SHERIFFS OF THE STATE IN THE PERFORMANCE OF THEIR DUTIES. A TEAM POLICING PLAN IS RECOMMENDED WHEN RESEARCH AND TESTING INDICATE THAT SUCH A SYSTEM WOULD ENABLE AN AGENCY TO USE ITS RESOURCES MORE EFFICIENTLY. POLICE CHIEF EXECUTIVES ARE URGED TO DEVELOP PLANS IMMEDIATELY FOR THE EFFECTIVE COMMAND AND CONTROL OF POLICE RESOURCES DURING MASS DISORDERS AND NATURAL DISASTERS. SUCH PLANS WOULD BE DEVELOPED AND APPLIED IN COOPERATION WITH ALLIED LOCAL, STATE, AND FEDERAL AGENCIES. THE POLICE CHIEF EXECUTIVE IS TO BE GIVEN RESPONSIBILITY TO COMMAND ALL POLICE RESOURCES INVOLVED IN CONTROLLING UNUSUAL OCCURRENCES WITHIN HIS JURISDICTION, WITH THIS AUTHORITY TO BE PREEMPTED ONLY WHEN A STATE OF EMERGENCY IS DECLARED BY THE GOVERNOR, WHEN LOCAL AUTHORITY BREAKS DOWN, OR WHEN COMMAND AUTHORITY IS TRANSFERRED BY PRIOR AGREEMENT. STANDARDS OFFERED FOR UNUSUAL OCCURRENCES INCLUDE THE FOLLOWING: THE ESTABLISHMENT OF AN ORGANIZATION WITHIN THE AGENCY CAPABLE OF RAPID AND ORDERLY ACTIVATION, ASSEMBLY, AND DEPLOYMENT OF ALL NEEDED AGENCY RESOURCES; THE DEVELOPMENT OF A SYSTEM FOR THE ARREST, PROCESSING, TRANSPORTATION, AND DETENTION OF LARGE NUMBERS OF PERSONS;

AND THE FORMATION OF REGULAR TRAINING COURSES FOR SELECTED PERSONNEL AT ALL LEVELS THAT WILL PREPARE THEM FOR VARIOUS PHASES OF OPERATIONS IN CASE OF UNUSUAL OCCURRENCES. THE ROLE OF THE PATROL OFFICER IS SEEN AS THE MOST IMPORTANT ELEMENT OF THE POLICE AGENCY, AND THEREFORE IS TO BE DEVELOPED TO THE HIGHEST PROFICIENCY WITH AS MUCH FLEXIBILITY AS FEASIBLE. IT IS RECOMMENDED THAT SPECIALIZED OPERATIONS BE DEVELOPED ONLY AFTER THOROUGH ANALYSIS OF A SPECIFIC PROBLEM SHOWS THAT SPECIALIZATION IS REQUIRED. SUCH SPECIAL OPERATIONS WOULD REQUIRE PERSONNEL TO BE TRAINED TO DEAL WITH THE TARGET PROBLEM. AN ANNUAL REVIEW OF THE EFFECTIVENESS OF EACH AGENCY SPECIALIZATION IS URGED. OPERATIONS DISCUSSED ARE: JUVENILE OPERATIONS; TRAFFIC OPERATIONS; SPECIAL CRIME TACTICAL FORCES; VICE OPERATIONS; NARCOTIC AND DRUG INVESTIGATIONS; AND INTELLIGENCE OPERATIONS. EACH STANDARD IS FOLLOWED BY A BRIEF RECOMMENDATION SUGGESTING THE MOST APPROPRIATE GROUP TO IMPLEMENT THE STANDARD.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

129. **J. R. WILLIAMS, L. J. REDLINGER, and P. K. MANNING. POLICE NARCOTICS CONTROL—PATTERNS AND STRATEGIES SUMMARY.** RESEARCH TRIANGLE INSTITUTE, P O BOX 12194, RESEARCH TRIANGLE PARK NC 27709. 53 p. 1979. **NCJ-54262**

THE FINDINGS OF A STUDY OF DRUG LAW ENFORCEMENT IN THE NARCOTICS UNITS OF SIX URBAN POLICE DEPARTMENTS ARE SUMMARIZED. THE 1.5-YEAR STUDY SOUGHT TO IDENTIFY POLICE PERCEPTIONS OF DRUG LAW ENFORCEMENT PROBLEMS; NARCOTICS UNIT GOALS, OBJECTIVES, AND STRATEGIES; AND MODES OF ORGANIZATIONAL CONTROL OVER SUCH KEY AREAS OF OPERATION AS EVIDENCE, FUNDS, INFORMANTS, AND NARCOTICS AGENT RECRUITMENT AND TRAINING. INFORMATION GATHERED FROM OFFICIAL RECORDS, INTERVIEWS, AND OBSERVATIONS INDICATED THAT, IN GENERAL, NARCOTICS ENFORCEMENT ACTIVITIES ARE INVESTIGATOR-CENTERED RATHER THAN ORGANIZATION-CENTERED. IMPLICATIONS OF EACH OF THESE MODES OF CONTROL WERE EXPLORED RELATIVE TO SUCH ACTIVITIES AS GOAL SETTING, MONITORING AND MEASUREMENT OF ENFORCEMENT IMPACT, BUDGETING, RECORDKEEPING, TARGETING STRATEGIES, RECRUITMENT AND TRAINING OF PERSONNEL, INTERORGANIZATIONAL AND INTRAORGANIZATIONAL RELATIONS, AND USE AND CONTROL OF INFORMANTS. IT WAS CONCLUDED THAT THE ORGANIZATIONAL CAPACITY TO CONTROL THE ACTIONS OF INVESTIGATORS IS AN IMPORTANT FEATURE OF EFFECTIVE NARCOTICS ENFORCEMENT. ALTHOUGH ORGANIZATIONAL CONTROL REDUCES THE FREEDOM OF THE INDIVIDUAL INVESTIGATOR, IT RESULTS IN AN INCREASED CAPACITY FOR ACHIEVING ORGANIZATIONAL PURPOSES AND GOALS. THE EXECUTIVE SUMMARY OF THE STUDY'S FINAL REPORT TOUCHES ON THESE AND OTHER FINDINGS AND CONCLUSIONS, TOGETHER WITH STUDY METHODS. SELECTED RECOMMENDATIONS PERTAINING TO THE ORGANIZATION AND OPERATION OF NARCOTICS UNITS (GOALS, ORGANIZATIONAL CONTROL, PERSONNEL ROTATION, INFORMATION, RECORDKEEPING, INTELLIGENCE OFFICERS, UNIT LOCATION AND LAYOUT, RECRUITMENT AND TRAINING, EQUIPMENT, INFORMANTS, SEARCH WARRANTS AND RAIDS, EVIDENCE, SHIFT SCHEDULES, CORRUPTION CONTROL, INTERAGENCY RELATIONS) ARE OUTLINED. FOR FULL FINAL REPORT, SEE NCJ-56873. (AUTHOR ABSTRACT MODIFIED)

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 633 INDIANA AVENUE NW, WASHINGTON, DC 20531.

Availability: GPO. Stock Order No. 027-000-00822-7.

130. **J. B. WOLF. POLICE INTELLIGENCE SYSTEM, 2ND EDITION.** JOHN JAY PRESS, 444 WEST 56TH STREET, NEW YORK NY 10019. 56 p. 1975. **NCJ-61048**

THIS MANUAL DESCRIBES THE ORGANIZATION NECESSARY FOR A POLICE INTELLIGENCE SYSTEM TO OPERATE EFFECTIVELY WITHIN THE LEGAL CONSTRAINTS OF A DEMOCRATIC SOCIETY. THE EXISTENCE OF TERRORIST GROUPS AND ORGANIZED CRIME SYNDICATES HAVE MADE INTELLIGENCE OPERATIONS WITHIN THE UNITED STATES A NECESSARY COMPONENT OF POLICE WORK. SUCH ORGANIZATIONS MUST CONSIDER BOTH TACTICAL INTELLIGENCE AS RELATED TO SHORT-TERM ENFORCEMENT GOALS, AS WELL AS STRATEGIC INFORMATION LEADING TO THE IDENTIFICATION OF POTENTIAL PROBLEM GROUPS. THIS IS BEST ACCOMPLISHED THROUGH A SPECIAL INTELLIGENCE DIVISION CONTAINING INDIVIDUAL UNITS ORGANIZED ACCORDING TO SPECIFIC AREAS, SUCH AS NARCOTICS OR PUBLIC SECURITY. GUIDELINES AND PROCEDURES CONCERNING THE FOLLOWING RESPONSIBILITIES OF THE INTELLIGENCE UNIT ARE GIVEN IN DETAIL: TARGETING AREAS FOR INVESTIGATION, COLLECTING INFORMATION THROUGH OVERT AND COVERT MEANS, EVALUATING RAW INTELLIGENCE FOR RELEVANCY AND ACCURACY, CLASSIFYING DOCUMENTS FOR RELIABILITY AND DISSEMINATION PURPOSES, COLLATING AND INTERPRETING DATA INTO AN ANALYTICAL REPORT, AND DISSEMINATING THE FINAL REPORT TO APPROPRIATE PERSONS AND INFORMATION SYSTEMS. THE MANUAL CONTAINS A GLOSSARY OF TERMS USED IN INTERPRETING INFORMATION AND AN EXERCISE FOR POLICE INTELLIGENCE ANALYSTS IN THE FORM OF A CASE STUDY. FOOTNOTES AND BIBLIOGRAPHY ARE APPENDED.

Supplemental Notes: CRIMINAL JUSTICE CENTER MONOGRAPH.

Availability: JOHN JAY PRESS, 444 WEST 56TH STREET, NEW YORK NY 10019.

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